



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

Installation of Multi-Purpose Mini-Hydro Infrastructure (for Energy and Irrigation)

UNIDO ID: 100330

GEF Project ID: 3944

February 2019

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Installation of Multi-Purpose Mini-Hydro Infrastructure (for Energy and Irrigation)
UNIDO ID	100330
GEF Project ID	3944
Region	West Africa
Country(ies)	The Republic of Liberia
Project donor(s)	GEF
Project implementation start date	1/06/2012
Expected duration at project approval	48 months
Expected implementation end date	31/05/2019
GEF Focal Areas and Operational Project	Climate Change – CC SP3: promoting Market Approaches for Renewable Energy
Implementing agency(ies)	UNIDO
Executing Partners	Winrock International/USAID, Rural and Renewable Energy Agency of Ministry of Land, Mines and Energy
UNIDO RBM code	
Donor funding	USD \$1,758,182
Project GEF CEO endorsement / approval date	March 2012
UNIDO input (grant, USD)	USD \$ 60,000
Co-financing at CEO Endorsement, as applicable	USD \$ 4,054,152
Total project cost (USD), excluding support costs and PPG	USD \$ 5,812,334
Mid-term review date	
Planned terminal evaluation date	March-May 2019

(Source: Project document)

2. Project context

The Republic of Liberia is endowed with significant natural resources in the form of biomass, solar, and hydropower. In particular, Liberia is reported to be one of the African countries with the highest amount of renewable water resources per inhabitant; there are six major rivers and a number of streams and rivulets draining into these major rivers. The abundant quantity of water can be used for power generation to create access to reliable, cheap, sustainable and renewable source of electricity to the large section of country's population who do not have any access to electricity. In this regard, then, mini and small hydro power has the potential to play a significant role in the development of the national economy.

Electricity production in Liberia is considerably below the levels required for the socio-economic development of the country. Only about 10% of urban residents and less than 2% of rural Liberians have

¹ Data to be validated by the Consultant

electricity access. There is no generation capacity outside the capital city except for a few of privately-owned generators and scattered donor-funded pilot projects. Nonetheless, demand for electricity has increased steadily during the past years and is expected to continue to increase over time.

Nevertheless, several barriers need to be overcome in order for the development of Mini and Small hydro Power infrastructures to become sustainable and widespread; among the main ones:

- Policy: National energy policy lacks specific regulations and strategic programs that would promote renewables;

- Institutional: lack of technical, managerial and planning capacity of national and local energy sector agencies to develop and promote mini hydro power and mini-grid;

- Market and technology barriers: lack of technical support services and technology guidelines for proper installation, operation, and maintenance of facilities;

- Financial: banks are reluctant to lend to the hydro power sector because of the perceived low return on investment;

Information: Local governments lack information on hydro power strategies.

3. Project objective and expected outcomes

The overall goal of the project is to remove the institutional, technical, policy and economic barriers to the promotion of mini hydro power for productive applications in Liberia and reduce GHG emissions from fossil based power by accelerating the development of mini hydro resources.

The project objective is to develop the market environment for improving the access to mini hydro-based modern energy services and productive uses in rural areas of the country. UNIDO-GEF's intervention aims to demonstrate the viability of mini hydro power and establish policy guidelines, institutional linkages, responsibility and capacity within the government, the private sector and local community through an integrated approach.

Main project's components:

Component 1 focuses on developing the capacity of national and local agencies (building technical and managerial skills) and the introduction of an institutional framework for promoting micro and mini hydro renewable energy based mini-grids planning and implementation;

Component 2 will install 1MW (2x0.5 MW) of generating capacity on the Mein River along with local mini grid from the project site to villages and towns in Suakoko district;

Component 3 focuses on extensive capacity building of the local agencies, local service providers, local engineers, communities and village/district council so that they are fully trained up for operation and maintenance of MHP systems and local distribution;

Component 4 focuses on the strengthening of the policy and regulatory framework for promoting private sector involvement in rural electrification in the country, with the objective of assisting in the development of a market environment for mini hydropower projects and related enterprise development for better rural economy and improved livelihood.

4. Project implementation arrangements

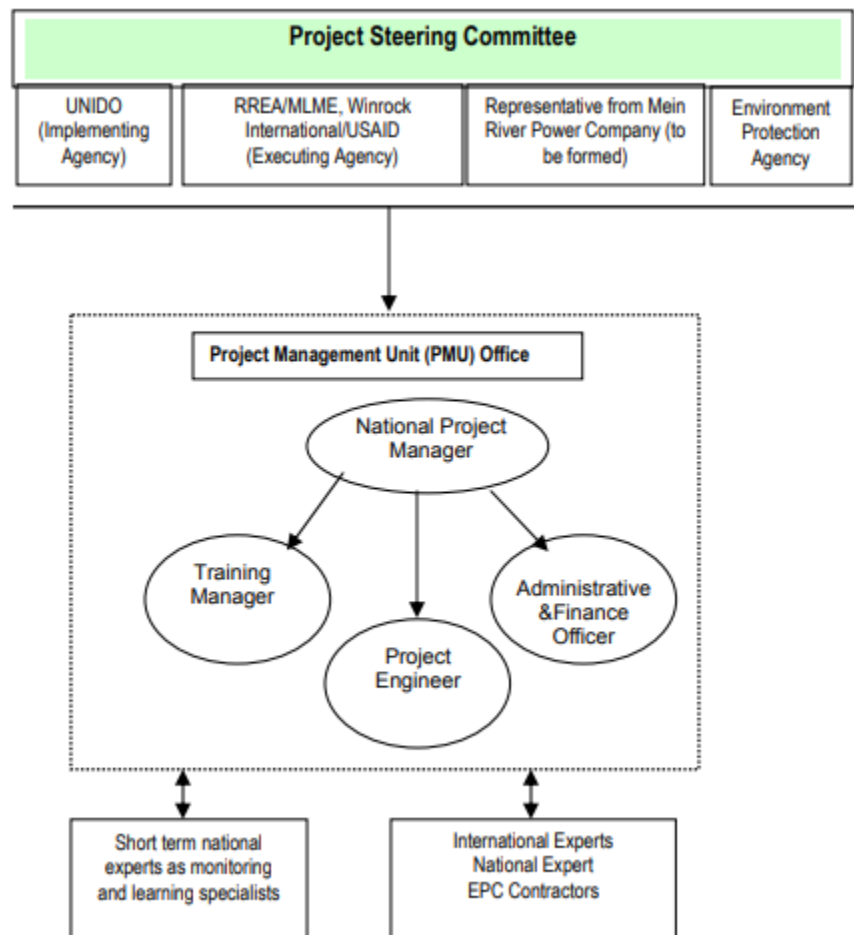
UNIDO provides overall management and guidance from its Field Office at Guinea and its HQ in Vienna. UNIDO and Winrock International are responsible for the delivery of the planned outputs to GEF and USAID, the achievement of the expected outcomes, monitoring and evaluation of the project as per GEF, UNIDO and USAID requirements. UNIDO is also in charge of procuring the international expertise.

Winrock International, as the local implementing partner is responsible for most of the substantive work related to the execution of civil and electrical components of the MHP project.

A Project Management Unit (PMU), headed by a National Project Manager (NPM) is established by UNIDO and Winrock International to implement the project. The PMU is responsible for implementing day-to-day activities in coordination with the Project Steering Committee (PSC).

PSC reviews project implementation progress, facilitates coordination between project partners, provides transparency and guidance, and ensures ownership, support and sustainability of the project results. The PSC is also be responsible for overall guidance to project management, including adherence to the Annual Work Plan and achievement of planned results through effective management and well established project review and oversight mechanisms.

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



5. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
Financing (GEF / others)	60,000	1,758,182	1,818,182
Co-financing (Cash and In-kind)	60,000	4,054,152	4,114,152
Total (\$)	120,000	5,812,334	5,932,334

Source: Project document / progress report

Table 2. Financing plan summary - Outcome breakdown³

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)	%/ total
1. Development of Institutional Capacity	114,800	395,200	510,000	8,7%
2. Installation and commissioning of mini hydropower system and local distribution grid	1,388,882	2,743,452	4,132,334	71,1%
3. Technical capacity building for operation, repair and maintenance of mini hydro power and local mini grid	141,000	209,000	350,000	6,1%
4. Policy and regulatory framework for mini hydro power development	65,500	174,500	240,000	4,2%
5. Project management	48,000	532,000	580,000	9,9%
Total (\$)	1,758,182	4,054,152	5,812,334	100%

Source: Project document / progress report

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Ministry of Land, Mines and Energy (MLME) <i>(Government)</i>	500,000		500,000
UNIDO		60,000	60,000

³ Source: Project document.

<i>(UN Agency)</i>			
Winrock/USAID		3,494,152	3,494,152
<i>(Bilateral)</i>			
Total Co-financing (\$)	500,000	3,554,152	4,054,152

Source : Project document

Table 4. UNIDO budget execution (Grant 200000263)

Items of expenditure	2012	2013	2014	2015	2016	2017	2018	2019	Total expend.
Contractual Services		85,066	110,000	875		-100,000			95,941
Equipment		429,160.5	768,236.28	-48,443.17	745,7				1,149,699.31
Local travel	1,804	3,088.05	4,476.39	-1,773.77	4,660.38	4,356.4	1,276.67	136.65	18,024.77
Nat. Consult./Staff	5,317.45	34,688.14	59,376.05	41,504.51	35,167.72	26,645.09	30,007.3	11,829.75	244,536.01
Other Direct Costs	3,248.86	6,953.61	16,408.61	9,811.87	7,347.14	6,080.17	9,022.55	45.55	58,918.36
Premises		24,81	4,483.52	42,890.87	2,362.47	14,000	9,273.65		73,035.32
Staff & Intern Consultants		13,373.62	8,961.75		7,003.62	100.2	15.34		29,454.53
Staff Travel		66,39			-66.39				
Train/Fellowship/Study		66,835.44	-469,19	-883.94					65,482.31
Grand Total	10,370.31	639,256.56	971,473.41	43,981.37	57,220.64	-48,818.14	49,595.51	12,011.95	1,735,091.61

Source: UNIDO Project Management database as of 04/02/2019

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 1/6/2012 to the estimated completion date in 31/05/2019.

The evaluation has two specific objectives:

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

III. Evaluation approach and methodology

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

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

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

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

1. Data collection methods

Following are the main instruments for data collection:

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

2. Evaluation key questions and criteria

The key evaluation questions are the following:

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

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

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

- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

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

Table 5. Project evaluation criteria

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

Performance of partners

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

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

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

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

- 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.
- c. **Environmental and Social Safeguards⁶:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

3. Rating system

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

Table 6. Project rating criteria

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

IV. Evaluation process

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

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.

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

- 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 March to May 2019. The evaluation field mission is tentatively planned for April 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Liberia. The tentative timelines are provided in **Error! Reference source not found..**

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

Table 7. Tentative timelines

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

VI. Evaluation team composition

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

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

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

The UNIDO Project Manager and the project team in Liberia will support the evaluation team. The UNIDO GEF Coordinator and GEF OFP(s) will be briefed on the evaluation and provide support to its

conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

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

VII. Reporting

Inception report

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

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

Evaluation report format and review procedures

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

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

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.

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

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

VIII. Quality assurance

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

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

Annex 1: Project Logical Framework

GEF project ID	3944
Project Title	Installation of multi-purpose mini-hydro infrastructure (for energy & irrigation)
GEF Strategic Program	CC-SP3: Promoting Market Approaches for Renewable Energy
Implementing Agency	UNIDO
Applicable GEF expected outcomes:	Increased number of micro/mini hydro projects for productive uses, developed through public private partnerships and market based approach, in Liberia
Applicable GEF outcome indicators:	(a) Tonnes CO ₂ eq avoided. (b) kWh saved from adoption of micro/mini hydro power and best practices of electricity management
GEF Tracking Indicator	<p>Indicator 1. <i>Adaptation/Creation/ Enactment of policy framework for mini hydro power development</i> Current Score-0 (There is currently no policy framework for micro/mini hydropower development) Target Score- 3 (Micro/mini hydropower policy proposed and adopted by national government)</p> <p>Indicator 2. <i>Electricity Production in the Reporting Period from grid-connected renewable energy installations installed under the influence of the project (MWH/year)</i> Current Status- None Target- Estimated annual electricity production during the Year 1 of operation -4815 MWh Estimated annual electricity production by Year 2025 (incl. spread effect projects) -52965MWh</p> <p>Indicator 3. <i>Number of Business and Households served by renewable energy beyond those receiving service at the time of project inception</i> Current- No household/business establishments connected with electricity. Target- On commissioning of the project, the following establishments will get connected to mini grid</p> <ol style="list-style-type: none"> 1. Micro and small industrial units- 3-4 nos 2. Urban households- 30% of the total households in Suakokotown(i.e.350households) 3. Rural households- 15% of the households in Suakoko district (i.e. 1800 households) 4. Other sectors-. Commercial establishments, 5 schools and 2 health clinics, 1 hospital

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Goal: Reduction of GHG emissions from fossil fuel based power generation	Cumulative amount of GHG reduced in kilo tons of CO ₂ by year 1 and year 5 of micro and mini hydropower project commissioning	No mini hydropower based local distribution grid projects energy and irrigation	3966 tCO ₂ emission reduction within one year of plant commissioning 19833 tCO ₂ emission reduction by year 5 of plant commissioning	Monitoring report Performance details of power plant indicating monthly and annual kWh of energy generated (4815 MWh annual electricity production)	Government of Liberia remain committed in the medium and long-term to promote mini hydro power to improve energy scenario in the country M&E system is in place and fully implemented

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
<p>Purpose: To develop the market environment for improving the access to mini-hydro based modern energy services along with irrigation facilities in rural areas</p>	<p>Average annual growth rate of installed hydro power station in Liberia</p> <p>Average % age increase in electricity demand in the areas served by micro and mini hydro plants</p> <p>Number of households electrified using mini/micro and mini hydro power</p> <p>Cumulative mini/micro and mini hydro electricity used by small and micro enterprises</p>	<ul style="list-style-type: none"> No mini hydropower-based local distribution grid projects energy and irrigation Minimal interest of the private sector in the micro and mini hydro development 	<p>1MW MHP pilot project installed at Mein River by 2013</p> <p>At least 5 MW cumulative from the same stream/other streams by end of 5 year of commissioning of pilot project at Mein River</p> <p>4815MWh of energy generated in 1st year of pilot plant operation</p>	<p>Commissioning Certificate of the 1 MW pilot plant</p> <p>Household and small scale industry electrification data (30% urban households electrification,-3-5 numbers of micro and small industry electrification and institutional sector) in Bong County</p>	<p>Government of Liberia remain committed in the medium and long-term to promote micro and mini hydro power to improve energy scenario in the country</p> <p>Rural electrification and affordable cost of electricity for productive usage is the key priority for Government of Liberia</p> <p>The market demand for micro and mini hydro electricity will rise and attract relevant target players</p>
<p>Project Component 1: Development of Institutional Capacity</p>					
<p>Outcome1:Strengthened institutional capacity at national and local levels for implementation of mini hydro power (MHP) system and local distribution grid</p>					

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Output 1.1: Capacity of national and local energy sector agencies strengthened to promote micro and mini hydropower for improved electricity access	1.2.1 Capacity building of national and local energy sector agencies completed	<ul style="list-style-type: none"> National and local energy sector agencies lacking in the MHP operation and maintenance capacity 	<ul style="list-style-type: none"> At least one capacity building program at local level and one at national level for 10-15 participants from government agencies (by Q 4 Y 1) 	<ul style="list-style-type: none"> Capacity building program report Name and contact details of the 10-15 participants Increased number of trained people (at least 10) 	National and local energy sector agencies show enough interest in their capacity building for MHP
Output 1.2: Public-Private partnership model developed for renewable energy projects	<p>1.3.1 PPP model for private sector participation in MHP project</p> <p>1.3.2 Best practice guidelines on policies and incentives</p> <p>1.3.3 Stakeholders workshop for PSP</p>	<ul style="list-style-type: none"> No PPP model existing for MHP development No existing best practice guidelines on policies and incentives for PSP is 	<ul style="list-style-type: none"> By Q4, Year 3 By Q4, Year 3 By Q1, Year 4 	<ul style="list-style-type: none"> PPP model Best practice guidelines (100 printed copies) Workshop report 	Government agencies and policies completely support the private sector involvement in the MHP development
Output 1.3: Best practices and standard operating practice manual for implementation of MHP project developed	1.4.1 Standard Operating Practice (SOP) manual for implementation of MHP project developed	<ul style="list-style-type: none"> No existing SOP manual for MHP in the country 	<ul style="list-style-type: none"> By Q1; Year 4 	5 copies of SOP manual	Government agencies and stakeholders accept and appreciate the standard operating practices.

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Project Component 2.: Installation and commissioning of mini-hydropower system and local distribution grid					
Outcome2: Mini hydropower system providing electricity access to rural areas					
<i>Output2.1: Detailed project report including engineering design developed for the identified site</i>	2.1.1 Detailed Project Report (DPR) including engineering drawing prepared	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • By Q2, Year 1 	<ul style="list-style-type: none"> • Detailed Project Report 	<ul style="list-style-type: none"> • Best practices and standards are applied • All the approvals for the development of the project has been received • All the financing required for the project development has been received on time.
<i>Output2.2: Erection and commissioning of the SHP plant (1 MW) and local mini grid completed</i>	<p>2.2.1 Assignment of Engineering Procurement and Commissioning (EPC) contract for MHP project and mini grid awarded to the vendors</p> <p>2.2.2 Civil engineering, electrometrical equipment and support facilities supplied to site</p> <p>2.2.3 Installation and commissioning of micro and mini hydropower plant and mini grid</p>	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • EPC contracts awarded within 3months from the acceptance and approval of DPR • Electricity supply start within 12 months years of the award of the EPC contract • Thirty percent urban households and 15% rural households (in the range of mini grid line) get electrified within 6 months of project commissioning 	<ul style="list-style-type: none"> • EPC work order • Way bill • MHP plant & mini grid commissioning reports and Inspection reports • Electrification detail of the rural households in the vicinity of the project and in the route covered by mini grid • 1 IDC, 1 carpentry 	<ul style="list-style-type: none"> • All the approvals for the development of the project has been received • Best practices and standards for EPC are applied

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
	completed 2.2.4 Supply of electricity Suakoko district from the MHP plant		<ul style="list-style-type: none"> Industrial growth centers (IDC) – 1 no.; Carpentry Shops – 1 nos; local institutions – 3 nos and small business/shops etc.start getting electricity from MHP within 6 months of project commissioning 	<ul style="list-style-type: none"> shops, local institutions and small business/shops etc. using electricity from the project Households and small &micro enterprises electricity consumption record and bill served 	
Project Component 3: Technical capacity building for operation repair and maintenance of MHP and local mini grid					
Outcome3: Renewable and Rural Energy Agency and local energy enterprises capacitated for operation, maintenance and repair of MHP systems.					

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
<i>Output 3.1. Local agencies fully trained for proper operation and maintenance of MHP system and local distribution grid</i>	<p>3.1.1 Local Agencies and firms for Operation and Maintenance (O&M) identified</p> <p>3.1.2 Training manual for O&M of MHP plant and electricity distribution management developed</p> <p>3.1.4 Training on O&M of MHP project and rural electricity distribution management including revenue management provided</p>	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • At least 10 people of the identified energy agencies trained on O&M of MHP plant within 2nd year of the start of the project (i.e. by Q3, Year 2) • At least 2 local energy agencies and key community members get trained on rural electricity distribution (technical and revenue aspects) by Q4 Year 2 • In-plant training of at least 2 MHP plant operators completed in an internationally successful operated plant by Q 3 Year 2. 	<ul style="list-style-type: none"> • Name of two local agencies identified for O&M. • 10 training manuals provided to the trainees • Training report • Name and contacts of the two agencies and name and contacts of community members who have received the training on rural electrification • Name and contact details of the 2 trained operators 	<ul style="list-style-type: none"> • There are enough number of interested stakeholders with technical background for receiving training on MHP project operation, maintenance and distribution management

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Output 3.2 Private service providers capacitated to maintain MHP equipments	<p>3.2.1 Local firms for O&M of MHP and local grid identified</p> <p>3.2.2 List of electromechanical equipments for MHP and mini grid along with their specifications completed</p> <p>3.2.3 Training of local electro-mechanical equipment vendors completed</p>	<ul style="list-style-type: none"> No private sector capacity for O&M of MHP No existing list/specifications of MHP equipments in country 	<ul style="list-style-type: none"> List of equipments with specifications ready by Q4 Year 2 At least 3 private sector organizations identified and trained for the maintenance services of MHP components by Q4 of year 2 	<ul style="list-style-type: none"> List of equipments with specifications Name and contact address of the 3 identified local firms. 50 copies of training manual Training reports 	<ul style="list-style-type: none"> Private entrepreneurs and local stakeholders are interested in the training program International micro and mini hydro equipment owners and operation and maintenance service providers will cooperate and are willing to share valuable information

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
<i>Output3.3 Core technical capacities for management, and operation and maintenance for MHP system created</i>	3.3.1 Capacity building plan prepared 3.3.2 Capacity building program for engineers organized 3.3.3 Operation and management plan for MHP sustainability adopted	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Capacity building plan ready by Q4 Year1 • One capacity building program organized by Q4 Year 2 and atleast 10 engineers trained • O& M plan adopted by Q1 Year 3 	<ul style="list-style-type: none"> • Capacity building plan • Report on capacity building program • Name and contact details of 10 engineers attended the capacity building program • O&M plan document 	<ul style="list-style-type: none"> • There are enough numbers of engineers and technicians interested in their capacity building program
Output3.4 Community based organization and local entrepreneurs trained for productive use of hydro electricity	3.4.1 Best practice manual for productive applications prepared 3.4.2 Organizations for the training on productive use identified and trained 3.4.3 Financing assistance mechanism for the financing of MHP supported livelihood productive use projects development	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Best Practice manual (atleast 50 copies) on productive use prepared by Q4 Year2 • One training program for atleast 15 persons organized on productive use organized by Q4 Year 3 • Financing assistance mechanism developed by Q2 Year 4 	<ul style="list-style-type: none"> • 50 copies of the best practice manual • Report on training program • List of 15 entrepreneurs with their contact details • Documentation on financing assistance mechanism 	<ul style="list-style-type: none"> • Sufficient interest for local entrepreneurship exists • Government/ financial institutions formulates support programme for entrepreneurship development

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Project Component 4: Policy and Regulatory Framework for MHP development					
Outcome4: Enabling policy and regulatory framework and appropriate incentive structure facilitating faster growth of MHP for improved electricity access and irrigation					
Output4.1 Enabling institutional, policy and regulatory mechanisms/ framework for MHP formulated and such framework adopted by local institutions	4.1.1 National and international MHP policy & regulatory framework reviewed and documented 4.1.2 Renewable energy regulations for the promotion of MHP in Liberia developed	<ul style="list-style-type: none"> No law or other mandates for MHP development existing in the country 	<ul style="list-style-type: none"> Review will be completed by Q3Year 2 Formulation of renewable energy regulations completed by Q2Year 3 and at least 100 copies of the regulation available for dissemination 	<ul style="list-style-type: none"> Policy and regulatory framework review document Documentation on RE regulation and 100 copies of the policy framework document 	<ul style="list-style-type: none"> Government of Liberia remain committed in the medium and long-term to promote micro and mini hydro power to improve energy scenario in the country Different government department and agencies appreciate and support the need of RE regulations
Output4.2 Financial instruments for promotion and sustainability of MHP created	4.2.1 National Scheme for MHP for productive use put in place along with design of tariff for MHP project	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Tariff design for MHP ready by Q4 Year 2 	<ul style="list-style-type: none"> MHP tariff rates 	<ul style="list-style-type: none"> Government department and the stakeholders will accept the MHP tariff preparation methodology and will pro actively take part to design an affordable tariff International governments and stakeholders (policy and regulatory institutions, consultants etc.) ready to share their best practices

Project Strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Sources of Verification	Assumption
Output4.3 Government energy programmes incorporate MHP development in the planning process	<p>4.3.1 Best practice manual on international MHP policy prepared</p> <p>4.3.2 Recommendation for adaptation of learning from international policies developed</p> <p>4.3.3 Government to incorporate MHP as the priority energy source in their planning process in the areas wherever the potential is available</p>	<ul style="list-style-type: none"> No best practice manual available currently 	<ul style="list-style-type: none"> Best practice manual ready by Q4 of year 3 and at least 100 copies ready for dissemination Recommendations prepared by Q4 Year3 Government plans incorporate MHP as priority energy sources in their development planning process within a year of project commissioning (i.e.Q3 Year 4) 	<ul style="list-style-type: none"> 100 copies of best practice manual printed Document on Recommendation Government's country development planning documents 	<ul style="list-style-type: none"> Government agencies understand the recommendations and it's importance to incorporate MHP in the development plans
Output4.4 Financial incentives for private actors provisioning micro and mini hydro energy services put in place	<p>4.4.1 Generation tariff set for MHP project</p> <p>4.4.2 Financing Scheme for MHP project developed</p>	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> MHP generation tariff set by Q4Year 3 Financing Schemes developed by Q2 Year4 	<ul style="list-style-type: none"> Documentation of generation tariff from MHP Documentation on financing mechanism 	<ul style="list-style-type: none"> The generation tariff and the financing mechanisms will be acceptable to the government as well as the stakeholders

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

Annex 3: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

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

1. ORGANIZATIONAL CONTEXT

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

2. PROJECT CONTEXT

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

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

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

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

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

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Managerial competencies (as applicable):

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

Core competencies:

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15 years' experience in evaluation of development projects and programmes
- Good working knowledge in environmental management
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required.

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

Absence of conflict of interest:

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

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



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

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

ORGANIZATIONAL CONTEXT

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

PROJECT CONTEXT

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

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

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

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

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

- Excellent knowledge and competency in the field of renewable energy and mini hydro infrastructures
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English is required.

Absence of conflict of interest:

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

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

Executive summary (maximum 5 pages)

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

1. Introduction

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

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

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

3. Project's quality and performance

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

4. Performance of Partners

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

5. Factors facilitating or limiting the achievement of results

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

6. Conclusions, recommendations and lessons learned

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

Annexes (to be put online separately later)

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

Annex 5: Checklist on evaluation report quality

Project Title:

UNIDO ID:

Evaluation team:

Quality review done by:

Date:

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

Rating system for quality of evaluation reports

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

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

A. Introduction

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

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

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

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

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

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

B. Gender responsive evaluation questions

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

B.1. Design

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

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

B.2. Implementation management

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

B.3. Results

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