



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent evaluation

Global Eco-Industrial Parks Programme (GEIPP)

UNIDO Project No: 170222

FEB 2023

I. Programme background and overview

1. Programme factsheet

Programme Title	Global Eco-Industrial Parks Programme (GEIPP) in Developing and Transition Countries
Countries covered in this programme	Country-based interventions: Colombia, Egypt, Indonesia, Peru, South Africa, Ukraine, Viet Nam
Start date (as per original letter of agreement)	1.12.2018
Completion date (as per original letter of agreement)	31.12.2023 (5 years)
Expected completion date	31.12.2023
Donor	Swiss Confederation through the State Secretariat of Economic Affairs (SECO)
Total budget	CHF 17,184,395 (incl. 13% support costs) EUR 15,533,214 (as per UN exchange rate of March 2021: 1Euro =1.1063 CHF)

(Source: Programme document)¹

2. Programme context

Background

In 1994, a joint UNIDO-UNEP National Cleaner Production Centres Programme (NCPC-Programme) was launched with the objective of increasing the competitiveness and productive capacity of industry, specifically Small and Medium-sized Enterprises (SMEs), through the implementation of Cleaner Production (CP) and the application, adaptation and diffusion of Environmentally Sound Technologies (ESTs).

Through over 20 years of operation, with substantial funding by SECO, the Resource Efficiency and Cleaner Production (RECP) Programme made outstanding contributions towards the identification, development and testing of tools and methods for RECP to the diverse conditions in developing and emerging economies. The Global RECP Programme significantly pushed these processes along by further systematising and adapting RECP-related methods and toolkits to country conditions and by developing case studies and other knowledge products that are well suited to small and medium industries in developing countries. The RECP-programme developed these tools through a process that simultaneously built RECP service capacities in developing countries. By the time the programme was evaluated in 2017, it had helped strengthen at least fifty-eight (58) National Cleaner Production Centres in fifty-five (55) countries. While capacities differ from centre to centre, there is a good track record

¹ Project information data throughout these TOR are to be verified during the inception phase.

with regards to their sustainability. Of 37 centres that were created between 1994 and 2011, only four (4) of these centres were no longer operational in 2017.

Despite progress, the challenge remains, as the tons and kilotons of resources saved and emissions avoided at enterprise level, still do not match the need to avoid the resources and emissions in terms of mega- and Giga-tons.

The Terminal Evaluation of the 2012-2017 RECP Programme was explicitly positive about the Work Programme on EIPs - because it explicitly and properly targeted and addressed country policy and regulatory frameworks; e.g. necessary conditions identified in the theory of change that would lead to the transformation to sustainable industrial production.

The Global Eco-Industrial Parks Programme (GEIPP) addresses one of the key recommendations in the RECP Terminal Evaluation: to scale up RECP to the level of eco-industrial parks seeking to integrate support at the enterprise and park scales and address critical policy issues.

Results and lessons learnt from previous and ongoing EIP interventions are very promising and different funding institutions have shown great interest in EIP advancement ⁽²⁾.

There have been a number of complementary tools and processes to assist governments and industrial park stakeholders to progress in the implementation of inclusive and sustainable industrial development. As a result of joint work by the World Bank Group, GIZ and UNIDO an International Framework for EIPs was developed in 2017 with a recent revision published in 2021. The framework offers 'standards' or benchmarks for ensuring that envisioned industrial developments are sustainable and meet the spirit of an EIP. Such standards provide benchmarks for assessing existing industrial parks, planning retrofitting measures for existing parks, or better planning new industrial parks with the end goal of driving inclusive and sustainable industrialization.

Figure 1 Key components of EIP



GEIPP Overview

⁽²⁾ GEF funding in Peru, Thailand and Vietnam and collaboration with WBG/IFC and GIZ.

The GEIPP Program was a direct follow-up of the Global Resource Efficient and Cleaner Production Program, which piloted industrial park level activities and transformation towards Eco-Industrial Park Practices as a path for scaling-up industrial resource efficiency in rapidly industrialising developing countries. The Eco-Industrial Park approach was deemed to be particularly well fitting sustainable industrial development as it addresses social and environmental goals in addition to the economic development and job creation. GEIPP program consists of two complimentary components: Country Level Interventions and Global Knowledge Development. The programme has been implemented in seven countries: Colombia, Egypt, Indonesia, Peru, South Africa, Ukraine and Viet Nam.

The GEIPP's objective is to demonstrate the viability and benefits of Eco-Industrial Park approaches in scaling up resource productivity and improving economic, environmental and social performances of businesses and thereby contribute to inclusive and sustainable industrial development in the participating developing and transition economies.

GEIPP is structured into 2 main components:

- Component 1: Country Level Interventions
- Component 2: Global Knowledge Development

GEIPP aims to deliver the expected results via three outcomes and the respective outputs under the two components as underlined in the logical framework:

Component 1: Country level interventions has two outcomes:

Outcome 1: EIP incentivised and mainstreamed in relevant policy and regulations leading to an increased role of EIP in environmental, industry and other relevant policies at the national levels in the participating countries.

Outcome 2: EIP opportunities identified and implementation started, with environmental (e.g. resource productivity), economic and social benefits achieved by enterprises confirmed. The implementation of EIP opportunities by enterprises and other organisations will be supported by the EIP services providers, and will lead to reduction of the environmental footprint and operational and compliance costs of businesses, and an increase in their - natural - resource productivity.

GEIPP will focus on the brownfield operations only, in order to secure realistic and tangible results within GEIPP boundary (timing, financial and organisational) conditions.

Seven countries have been selected for country level interventions under the component 1, based on SECO priority countries and UNIDO country assessments (Colombia, Egypt (July 2019), Indonesia (July 2020), Peru, South Africa (December 2020), Ukraine and Vietnam). All country programmes are expected to address the two outcomes of the programme and are structured accordingly.

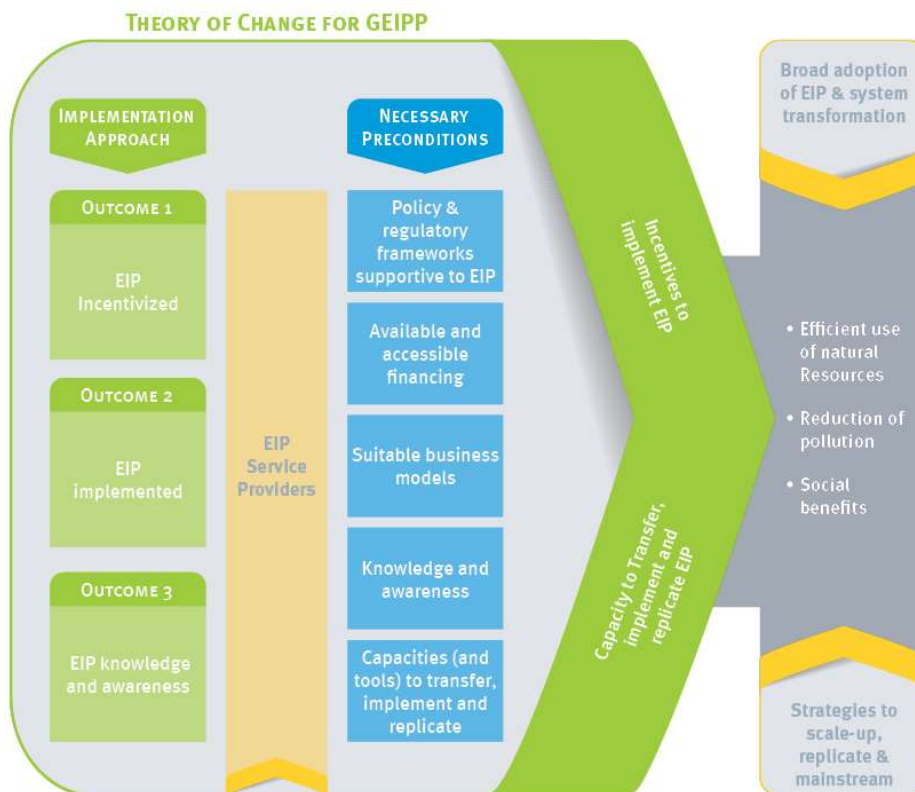
Component 2: Global Knowledge Development

Component 2 serves as a transversal component in the GEIPP for global knowledge development. The objective of this component is to generate and disseminate knowledge from present and past endeavours, which can be used to tackle the required preconditions for EIP. It aims to generate and disseminate/transfer knowledge to the various country projects and special country measures within the country level interventions (component

1), to the stakeholders and UNIDO, and to the interested public in general through global dissemination. Component 2 has one outcome:

Outcome 3: EIP tools developed, services delivery capacity enhanced and lessons learnt properly capturing and effectively exchanged. EIP tools developed and made applicable beyond the context of the individual parks or countries (via description how to apply tools locally).

A Theory of Change (TOC) was developed by the program management at the design phase to outline the changes the program seeks to achieve and contribute to.



Mid-term evaluation

In 2021 an independent mid-term evaluation (MTE) of the GEIPP was conducted³. The main purpose of the MTE was to assess the GEIPP's programmatic approach, and particularly to:

- 1) Assess the programme's performance and progress towards the achievement of the expected results;
- 2) Assess remaining barriers and risks in programme design, programme management and performance of partners;

The MTE concluded that the GEIPP is seen as highly relevant by stakeholders. The parallel multi-level approach at the micro, meso, macro and global level is regarded positive and successful.

³ Zollinger U., Fresner J. Cuda F. (2021). Independent Mid-term Evaluation of Global Eco-Industrial Parks Programme (GEIPP). UNIDO Independent Evaluation Division.

The Global Knowledge Development was assessed to do, by and large, the right thing. The Component is considered as the means of comparing with international EIP developments and to source best international practice. The tools developed through the Global Knowledge Development Component are rated highly by stakeholders.

The MTE concluded that the main remaining challenges for a broad implementation of EIPs are: (a) the financing of new infrastructure and cleaner technologies, (b) the long time required to change regulatory frameworks and compliance once they are in place, (c) the relatively short duration of the programme in order to show results, and (d) changes in government counterparts.

Among the key recommendations of the MTE the following are highlighted:

1. The technical assessment of and assistance to SMEs should be accelerated. In general, involve more business representatives in the GEIPP at all levels.
2. The GEIPP should explore options to improve the availability and accessibility of financial instruments for industrial parks and SMEs to finance EIP/RECP measures.
3. Measures should be considered how to achieve broader adoption in spite of perhaps unfavourable regulatory frameworks at the national level.
4. The GEIPP should consider adding three activities suggested by stakeholders in the seven GEIPP countries: these are some sort of recognition scheme against EIP criteria, include more parks and include more “multipliers”, like for example business associations or learning institutions.
5. The GEIPP should be continued with a second programme phase, as the current five-year duration is too short for broader adoption of the EIP concept.

Overall, GEIPP was deemed to be a working and scalable approach for the introduction of EIP in the program countries. The transformation of industrial parks towards EIPs is supporting the countries’ efforts to adopt a resource efficient development path and to fulfil their climate change mitigation pledges.

GEIPP budget

When the programme was approved in late 2018, the total indicative budget was CHF 12,500,000. By the time of the MTE in April 2021, the budget was CHF 17,184,395, equivalent to around Euro 15,533,000.

Table 1: Programme Budget: Indicative programme budget (cumulative for 5 years) in CHF

Budget items	Original budgeted	Revised budget	Expenditure
Component 1 – Country level interventions *	8,000,000	12,366,358	7,113,499
Component 2 - Global Knowledge Development	1,250,000	1,550,000 ⁴	1,053,569
Programme Management & Monitoring	1,662,000	1,477,817 ⁵	1,010,898
Programme Evaluation	149,947	150,000	36,977
Sub-Total	11,061,947	15,544,175	9,214,943
Programme Support Costs (13%)	1,438,052	2,020,743	1,197,943
Total	12,500,000	17,564,917	10,412,886

⁴ This includes CHF 300,000 originally allocated to GEIPP Viet nam for biochar activities.

⁵ GEIPP Indonesia was allocated equal to 177,996 CHF (Euro 150,000) plus Program Support Costs from Programme Management & Monitoring in 2021

*) For each of the four countries (Colombia, Peru, Ukraine and Vietnam) the budgetary allocation for country level interventions is CHF 2,000,000. Due to delay in approval of GEIPP Viet Nam CHF 300,000 was shifted to be implemented from the Global activities, further adaptive resource and exchange rate gain allocation was effected as per details below.

Source: Programme document and 2020 Programme Progress Report

Due to exchange rate gains increasing the amount of available euros (the program budgeting currency) and reallocations within the program components due to late security clearance of GEIPP Egypt, the following adjustments to the country-level interventions were effected in 2022 (Euro):

Colombia	457,104
Egypt	-450,000
Peru	122, 642
South Africa	250,000

By 7 December 2022 the GEIPP expenditure and delivery against the budget allocations stood at the following:

Table 2: Country level intervention budget and expenditure, by country (in Euro)

Component / Outcome	Expenditures 30.6. 2022	Delivery %
Component 1: Country-Level Interventions		
Colombia	1 454 646,00	66
Egypt	271 547,00	25
Indonesia	898 365,00	66
Peru	1 161 080,00	62
South Africa	644 938,00	57
Ukraine	936 895,00	53
Vietnam	873 685,00	59
Subtotal Component 1	6,241,156	
Component 2: Global Knowledge Management		
Subtotal Component 2	1811,298	67
Subtotal	8,084,896	
Support Costs	1,051,036	
Total	9,135,932	

II. Purpose and scope of the evaluation

The purpose of the evaluation is to independently assess the GEIPP Programme to help UNIDO improve performance and results of future programmes and projects. Although the programme will not come to an end till December 2023, this evaluation will be conducted one year before the planned completion date so that its findings and recommendations will be fed into the design and implementation of the next phase of GEIPP Country-Level Initiatives envisaged to start in 2024.

The evaluation has three specific objectives:

- (i) Assess the programme performance in terms of relevance, effectiveness, efficiency, coherence, sustainability and progress to impact;

- (ii) Identify key learning to feed into the design and implementation of the forthcoming programmes; and
- (iii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing programmes and projects by UNIDO.

Considering that field missions to participating countries could not take place during the independent mid-term evaluation due to COVID travel restriction, the terminal evaluation will have a greater emphasis on the GEIPP Country- Level Interventions. The selection of the countries to visit and the methodology to conduct the country missions will be determined during the inception phase, taking into consideration the suggestions by the programme management and SECO, the findings from the desk review, the actual situation in the countries, and travel restriction caused by the Covid pandemic, if any.

In view of the limited time and resources available, it is not possible for the evaluation to examine the full spectrum of the programme activities, achievements and drawbacks or conduct extensive quantitative surveys. Rather the evaluation will pursue a stratified approach with selected country visits.

Taking into account the forward-looking nature, the evaluation will focus on: 1) in-depth study of the countries with eco-industrial parks that will be the centre of the future programme; and 2) the causal pathways to reach expected outcomes and impact.

The independent evaluation will cover the whole duration of the programme from its starting date in December 2018 to December 2022.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁶, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁷, and UNIDO [Evaluation Manual](#).

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

The evaluation will use a theory of change approach⁸ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from programme outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. The learning from this analysis will be useful for the design of the future programmes so that the management team can effectively use the theory of change to manage the programme based on results.

⁶ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

⁷ 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)

⁸ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the programme, including but not limited to:
 - The original programme document, monitoring reports (such as progress and financial reports, mid-term evaluation report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the programme.
- (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 programme; and
 - Representatives of donors, counterparts and stakeholders.
 - Other interviews, surveys or document reviews as deemed necessary by the evaluation team and/or by the Independent Evaluation Unit for triangulation purposes
- (c) **Progress review of GEIPP country projects**
 - Review of results achieved by the country projects, including interviews of actual and potential beneficiaries of improved technologies
 - A portfolio review of all relevant documents (project documents, progress reports, etc.) related to the country interventions
- (d) **Field visit** to at least four participating countries:
 - On-site observation of results achieved by the programme, including interviews of actual and potential programme beneficiaries.
 - Interviews with the relevant UNIDO and SECO Country Office(s) representative to the extent that he/she was involved in the programme, and the programme's management members and the various national authorities dealing with programme activities as necessary
- (e) **Online data collection** methods: will be used to the extent possible. In some countries where field mission cannot take place, interviews with relevant stakeholders can be held virtually.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

1. How well has the programme performed? Has the programme done the right things? Has the programme done things right, with good value for money? How well has the programme fit?
2. What are the programme'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 are the achieved results to be sustained after the programme completion? Is it on track to achieving its objectives? How successful are the new elements of the GEIPP, in particular the collaboration with the park management and the work at the policy level? What are the remaining barriers to achieving the objectives in the remainder of the programme and how to overcome them?
3. Programme Implementation and Adaptive Management: Has the programme been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? Has the financial expenditure been implemented as planned? To what extent are programme-level monitoring and evaluation systems, reporting, and communications supporting the programme implementation?

4. What are the key drivers and barriers to achieve the long term objectives? To what extent has the programme helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
5. What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the programme ends?
6. What are key lessons learned from country level interventions, including good practices (e.g. community of practice)? What works? What doesn't? What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the programme so far?

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

The evaluation will mainly focus on the achievement of the expected results indicated in the programme logical framework.

Table 3. Programme evaluation criteria

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

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

Table 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).	

Performance of partners

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

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

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

- Need for follow-up:** e.g. in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards⁹:** 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.

⁹ Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf

IV. Evaluation process

The evaluation will be conducted from mid-January to June 2023. The evaluation will be implemented in four phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- ✓ Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term evaluation, progress reports and the actual situation in the country.
- ✓ Desk review and data analysis;
- ✓ Interviews, survey and literature review;
- ✓ Country visits and debriefing to key relevant stakeholders in the field;
- ✓ Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- ✓ Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. Evaluation team composition

A staff from the UNIDO Independent Evaluation Unit will be assigned as Evaluation Manager and will coordinate and provide evaluation backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Programme Manager, the GEIPP Chief Technical Adviser and national programme teams will act as resourced persons and provide support to the evaluation team and the IED evaluation manager.

The evaluation team will be composed of one international evaluator acting as the team leader and one expert on Eco Industrial Parks, cleaner production or resources efficiency. Additional national experts to conduct field visit in participating countries for case studies will be decided after the inception phase, if necessary. The evaluation team members will possess mixed skills, both on evaluation and eco industrial park management or cleaner production. The evaluation team members will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions in annexes 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 programme under evaluation.

VI. Time schedule

The evaluation is scheduled to take place from mid-January to June 2021. The tentative timeline is provided in table below.

The evaluation team will provide debriefings and presentation of the preliminary findings of the evaluation to the relevant stakeholders. The draft evaluation report is to be shared with the UNIDO programme management, SECO, UNIDO Independent Evaluation Unit, and other stakeholders for comments. The evaluation leader is expected to revise the draft evaluation report based on the comments received, edit the language and form and submit the final version of the evaluation report in accordance with UNIDO EIU standards.

Tentative timeline

Timing	Tasks
Feb 2023	Recruitment of evaluation team
March 2023	Desk review Writing of inception report and online briefing with UNIDO programme manager and the programme team.
March-April 2023	Field visits to be confirmed during inception phase: Colombia, Peru, Indonesia, South Africa
May 2023	Preparation of first draft evaluation report Draft evaluation report shared with stakeholders and SECO for comments
May 2023	Evaluation debriefings to UNIDO and SECO
July 2023	Revision of evaluation report after receiving comments from stakeholders
July 2023	Finalization and dissemination of the report

VII. Evaluation deliverables

Inception report

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

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

Evaluation report and review procedures

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

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

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must

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

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

VIII. Quality assurance

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit 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 Unit, and will be circulated within UNIDO together with a management response sheet.

Annexes: Job descriptions with the tasks of each evaluation team member specified.

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

Title:	International Principal Evaluator, Team Leader
Main Duty Station and Location:	Home-based
Missions:	South Africa and Indonesia (or Viet Nam): to be confirmed later
Start of Contract (EOD):	20 Feb 2023
End of Contract (COB):	30 July 2023
Number of Working Days:	50 working days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) 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. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. 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. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

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

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Undertake an expert desk review of programme documentation and relevant country projects; determine key data to collect and adjust the key data collection instruments accordingly (if needed)</p> <p>Lead the preparation of 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, detailed evaluation methodology confirmed</p>	<ul style="list-style-type: none"> • An adjusted table of evaluation questions, depending on country specific context • A draft list of stakeholders to be interviewed • Inception report 	8 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
2. Briefing with the UNIDO Independent Evaluation Unit, programme management staff, other key stakeholders at UNIDO HQ, and SECO, to determine engagement and highlight expectations	<ul style="list-style-type: none"> • Interview notes 	2 days	Online
<p>3. Expert portfolio review of all relevant documents related to the country projects, including substantive and conceptual comments and proposals</p> <p>Take the lead in the theory of change analysis, leads interviews and focus group discussions.</p>	<ul style="list-style-type: none"> • Portfolio analysis of country interventions • Inputs to the evaluation report 	5 days	Home based
<p>4. Lead country field visits to consult field programme stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the recipient country</p> <p>Provide expert advice to the evaluation team member to collect appropriate data and information in a real time manner in the field.</p>	<ul style="list-style-type: none"> • Interview notes and data collected • Evaluation/debriefing presentation of the evaluation’s preliminary findings prepared, draft conclusions, recommendations and lessons learnt to stakeholders in the country, at the end of the mission 	16 days	South Africa and Indonesia (or Viet Nam): to be confirmed during inception phase
<p>5. Lead the drafting of the evaluation report, with inputs from the team members, and in accordance with the evaluation TOR</p> <p>Share the evaluation report to UNIDO Evaluation Manager and stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> • Draft evaluation report submitted 	14 days	Home-based
<p>6. Online debriefing: Lead the debriefing of the evaluation preliminary findings, recommendations and lessons learnt to stakeholders for factual validation and comments</p> <p>Hold additional meetings with and obtain additional data from evaluation/project manager and other stakeholders as required</p>	<ul style="list-style-type: none"> • Power point presentation • Feedback from stakeholders obtained and discussed • Additional meetings held as required 	2 days	Virtually
7. Revise the draft evaluation report based on comments and suggestions received through the evaluation manager and edit the language and finalize the	Final evaluation report submitted to evaluation manager	3 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
evaluation report according to UNIDO Independent Evaluation Unit standards			
	TOTAL	50 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced degree in environment, energy, social science, development studies or related areas

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Leading and conducting high-level, strategic or complex evaluations of UN organizations and international development banks/organizations.
- Possessing expert knowledge of impact evaluation methodology
- Knowledge of and experience in evaluating programmatic approaches
- Experience in evaluating environment management and protection projects and programmes of other UN agencies, GEF and international financial institution is an asset
- Knowledge of development project management life cycle, design, implementation and M&E
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with social and environmental analysis, tools and methodologies is an asset
- Working experience in developing countries is desired

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 Unit.

REQUIRED COMPETENCIES

Core values:

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

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

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

Core competencies:

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

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

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

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

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

Title:	Specialist on Eco Industrial Parks, Cleaner Production
Main Duty Station and Location:	Home-based
Missions:	Colombia and Peru (to be confirmed)
Start of Contract (EOD):	20 Feb 2023
End of Contract (COB):	30 Jun 2023
Number of Working Days:	30 working days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (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. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. 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

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

As the Specialist on Eco Industrial Parks and a member of the independent evaluation team, the consultant will evaluate the project in accordance with the evaluation-related terms of reference (TOR). Under the leadership of the team leader, he/she will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> • Desk review of programme documentation and relevant country interventions • Review of all relevant documents related to the programme, including substantive and conceptual comments and proposals • In cooperation with the team leader, determine key data to collect and prepare key instruments (evaluation questionnaire and evaluation survey, if required) • Together with the Team Leader prepare meeting/interview protocol and guide data collection and 	<ul style="list-style-type: none"> • List of key data available and to be collected established • Evaluation questionnaire developed • Survey programmed and conducted (if required) • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	4 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
information flow in an agreed-upon format			
<ul style="list-style-type: none"> Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ to determine engagement and highlight expectations 	<ul style="list-style-type: none"> List of stakeholders to be interviewed Detailed evaluation schedule Inputs to the inception report submitted to the evaluation team leader 	2 days	Home-based / Virtually
<ul style="list-style-type: none"> Conduct country field visits to consult field programme stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the recipient country Prepare meeting notes and data based on the format requested by the team leader. Close exchange and discussion with the team leader on data and information collected from the field 	<ul style="list-style-type: none"> Interview notes taken and analyzed Systematic data and information from the field 	15	Colombia and Peru (to be confirmed)
<ul style="list-style-type: none"> Draft sections of and provide inputs to the draft evaluation report, as agreed with team leader 	<ul style="list-style-type: none"> Inputs to the draft evaluation report submitted to evaluation team leader 	7 days	Home-based
<ul style="list-style-type: none"> Provide targeted/expert inputs to debriefing/presentation of preliminary findings to project stakeholders for factual validation and comments Participate in additional meetings to obtain additional data from evaluation/project manager and other stakeholders as required 	<ul style="list-style-type: none"> Inputs to debriefing / presentation of the evaluation's preliminary findings Feedback from stakeholders collected 	1 days	Virtually
<ul style="list-style-type: none"> Substantively contribute to the final evaluation report, as agreed with team leader 	<ul style="list-style-type: none"> Inputs to the final evaluation report submitted to evaluation team leader 	1 days	Home-based
	TOTAL	30 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced degree in environment, engineering, development studies or related areas

Technical and functional experience:

- Minimum of 10 years' experience in environment management and engineering, clean and eco efficient production
- At least 10 years of hands on experience and research in clean production
- Experience in development projects and eco industrial parks in developing countries

- Knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and international development priorities and frameworks
- Working experience in developing countries an asset

Languages: Fluency in written and spoken in Spanish and written in 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 Unit.

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