



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

**Independent Terminal Evaluation of the Project
Development and Implementation of a Sustainable Management Mechanism for POPs in the
Caribbean**

UNIDO SAP ID: 150049

GEF ID: 5558

October 2022

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I. PROJECT BACKGROUND AND CONTEXT

Table 1 - Project factsheet

Project Title	Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean
UNIDO ERP ID.	150049
GEF project ID	5558
Region	Caribbean Region
Country/-ies	Antigua and Barbuda (ANU), Barbados (BDOS), Belize (BZE), St. Kitts and Nevis (SKN), St. Lucia (SL), St. Vincent and the Grenadines (SVG), Suriname (SUR), Trinidad and Tobago (TT)
GEF focal area(s) and operational programme	GEF-5, Persistent Organic Pollutants
GEF implementing agency(ies)	UNIDO
GEF executing partner(s)	Ministries of Environment of Antigua and Barbuda (ANU), Barbados (BDOS), Belize (BZE), St Kitts and Nevis (SKN), St. Lucia (SL), St Vincent and the Grenadines (SVG), Suriname (SUR), Trinidad and Tobago (TT) Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean Region (BCRC-Caribbean)
Project size (FSP, MSP, EA)	Full-size project
Project CEO endorsement / Approval date	May 27, 2015
Project implementation start date (first PAD issuance date)	August 10, 2015.
Expected implementation end date (indicated in CEO endorsement/Approval document)	October, 2020
Actual implementation end date	December 2022
GEF project grant (excluding PPG, in USD)	US\$ 8,839,000
GEF PPG (in USD)	US\$ 194,004
UNIDO co-financing (in USD)	US\$ 178,000 (cash) and US\$ 250,000 (in-kind)
Total co-financing at GEF CEO endorsement (in USD)	US\$ 21,124,103
Expected materialized co-financing at project completion (in USD)	US\$ 21,124,103
Materialized co-financing at terminal review completion (in USD)	(July 2019) = USD 4,789,645
Total project cost (excluding PPG and agency support cost, in USD; i.e., GEF project grant + total co-financing at CEO endorsement)	US\$ 29,963,103 = GEF grant + co-financing at CEO endorsement = 8,839,000+ 21,124,103 = 29,963,103
Mid-term review date	July 2019
Terminal evaluation date	Sep 2022 – Mar 2023

1. Project context

- **Development Context:**

The effective and environmentally sound management of chemicals and waste, especially persistent organic pollutants (POPs) is a major issue in the Caribbean region. Improper chemical and waste management pose several threats to human and environmental health through practices such as improper disposal and storage of these substances. In an attempt to promote and achieve the protection of human health and the environment from these threats, several Caribbean countries have become Parties to some of the major chemicals and waste international environmental agreements, which are the Stockholm Convention on POPs, Basel Convention on Transboundary Movements of Hazardous Waste & their Disposal, and the Rotterdam Convention on Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade.

In order to comply with the obligations under the Stockholm Convention, countries have developed a National Implementation Plan (NIP) which outlines the country priorities to tackle POPs in an environmentally sound manner. NIP priorities of Caribbean Countries to be tackled include the lack of capacity to manage chemicals, including POPs, e.g. outdated legal and regulatory frameworks, lack of human and financial capacity, and low public awareness of the environmental and health hazards associated with POPs and Unintentional POPs (UPOPs). Other problems are poor waste management practices at landfills which contribute to UPOPs, potentially contaminated sites due to inadequate storage of POPs and other obsolete chemicals, and stockpiles of Polychlorinated Biphenyls (PCBs) and other obsolete chemicals.

As a response the United Nations Industrial Development Organization (UNIDO) with funding from the Global Environmental Facility (GEF) designed the project “Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean” together with the following eight (8) countries: Antigua and Barbuda (ANU), Barbados (BDOS), Belize (BZE), St Kitts and Nevis (SKN), St. Lucia (SL), St Vincent and the Grenadines (SVG), Suriname (SUR), Trinidad and Tobago (TT)

The project objective is to enable the participating Caribbean countries to reduce and eliminate the threats of POPs through the following five (5) components in addition to project management:

- Component 1: Create the enabling mechanisms in the participating Caribbean countries for the effective implementation of the Stockholm Convention on POPs;
- Component 2: Reduce UPOPs emissions by improving poor waste management practices at landfills;
- Component 3: Assess potential contaminated sites to determine the level of contamination by POPs and develop appropriate remediation strategies;
- Component 4: Managing and disposing of PCBs;
- Component 5: Impact Monitoring and Evaluation

The project aims to ensure that the same technical services and training activities are imparted equitably and in similar measure to each participant country so that no one country benefits to the detriment of the other.

This project is consistent with GEF-5 Chemicals FA Objective CHEM-1 Phase out POPs and reduce POPs releases, Outcome 1.3 POPs releases to the environment reduced, Outcome 1.4 POPs waste prevented, managed, and disposed of, and POPs contaminated sites managed in an environmentally

sound manner, Outcome 1.5 Country capacity built to effectively phase out and reduce releases of POPs, and FA Objective CHEM-4, Outcome 4.1: NIPs prepared or updated or national implications of new POPs assessed. The project seeks to bring together all the necessary stakeholders to update the countries POPs inventories and NIPs, improve landfill management practices in order to reduce UPOPs, improve countries' legislative frameworks and human resource capacity to manage POPs, develop management plans for site remediation and assist with PCB disposal.

The Stockholm Convention, taking full account of the Programme of Action for the Sustainable Development of Small Island Developing States, adopted in Barbados on 6 May 1994, in its paragraph 5 of Article 12 and paragraph 5 of Article 13 has taken full account of the special situation of small island developing states. The project is in line with these objectives and aims to assist participating countries in an innovative and sustainable manner.

UNIDO's mandate is inclusive and sustainable industrial development (ISID). The organization continuously develops projects and embarks on initiatives on industry-related chemicals management addressing the need for ultimate innovative treatment processes and safe disposal technologies. UNIDO is also committed in developing systems aiming at "closing the loop" of the lifecycle of these chemicals and to prevent pollution at source through engaging both manufacturers and users to take environmental actions in an integrated manner. For the Small Island Developing States (SIDS), UNIDO focuses on the potential of SIDS to pursue sustainable economic development by steadily increasing economic productivity while sustainably managing their environment and human resources.

2. Project objective and expected outcomes

The outputs and activities under each component are detailed below.

Table 2 - Project Objectives and Expected Outcomes

Project Objective: To develop and implement a Sustainable Management Mechanism for POPs in the Caribbean		
Project Components	Expected Outcomes	Expected Outputs
1. Create the enabling mechanisms in the participating Caribbean countries for the effective implementation of the Stockholm Convention on POPs;	1: Enabling mechanism for effective implementation of the Stockholm Convention on Persistent Organic Pollutants created	1.1 Updated NIPs including the conduct of in-country inventories of new POPs added to the Stockholm Convention
		1.2: Sound chemicals management mainstreamed into national policies and plans
		1.3: Regional information system available for all countries
		1.4 Strong institutional arrangements and structures established to support regional collaborative and cooperative approaches to management of POPs and UPOPs among participating countries.
2. Reduce UPOPs emissions by improving poor waste management practices	2: U-POPs emissions reduced by improving poor waste management practices at landfills	2.1: Systems for the collection and disposal of POPs wastes resulting in better waste management practices implemented at a national level

Project Objective: To develop and implement a Sustainable Management Mechanism for POPs in the Caribbean		
Project Components	Expected Outcomes	Expected Outputs
at landfills	resulting in improved human health	2.2: BAT/BEP demonstrated in a pilot (existing) landfill facility
3. Assess potential contaminated sites to determine the level of contamination by POPs and develop appropriate remediation strategies;	3: Identification and remediation of contaminated sites	3.1: Contaminated sites identified, assessed and prioritized for treatment
		3.2: Remediation demonstrated in a prioritized contaminated site
4. Managing and disposing of PCBs;	4: ESM of PCBs established in the countries	4.1: ESM of PCBs implemented
5. Impact Monitoring and Evaluation	5. Adherence to project document and achievement of project objectives	5.1 Project impact monitoring system, evaluation of the achieved results and introduction of corrections (as required) 5.2 Dissemination of project related information and results to stakeholders

3. Project Implementation and arrangements

A. Stakeholder involvement and institutional set-up:

1) Key stakeholders involved in the project and their respective role

The Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean Region (BCRC-Caribbean) is the executing agency for the project. The following partners are also main stakeholders: Solid Waste Management Authority, Antigua and Barbuda; Solid Waste Management Authority, Belize; St. Kitts and Nevis Solid Waste Management Corporation; Solid Waste Management Company Limited, Trinidad and Tobago; Greening the Caribbean, Saint Lucia.

The Government agencies and Stockholm Convention National Focal Points (NFPs) are as follows:

- Ministry of Agriculture, Land, Housing and the Environment, Antigua and Barbuda
- Environment Protection Department (EPD), Ministry of the Environment and Drainage, Barbados
- Department of the Environment, Ministry of Forestry, Fisheries & Sustainable Development, Belize
- St. Kitts and Nevis Bureau of Standards/Multi-Purpose Laboratory
- Sustainable Development & Environment Division, Ministry of Sustainable Development, Energy, Science and Technology, Saint Lucia
- Environmental Health Division, Ministry of Health, Wellness and the Environment, St Vincent and the Grenadines
- Directorate of Environment, Ministry of Labour, Technological Development and Environment, Suriname
- Environmental Policy and Planning Division, Ministry of the Environment and Water Resources, Trinidad and Tobago

Updated list of Government agencies and Stockholm Convention National Focal Points (NFPs)

Country	Stockholm Convention National Focal Point	GEF 5558 Project Working Committee Chair	GEF 5558 National Project Coordinator
Antigua and Barbuda	Dr. Linroy Christian, Director Department of Analytical Services, Ministry of Agriculture, Fisheries and Barbuda Affairs	Dr. Linroy Christian, Director Department of Analytical Services Ministry of Agriculture, Fisheries and Barbuda Affairs	Mr. Emmanuel Dubois, Landfill Manager (Ag.) National Solid Waste Management Authority
Barbados	Senator the Honourable Dr. Jerome Walcott Ministry of Foreign Affairs and Foreign Trade	Mr. Anthony Headley – Director Environment Protection Department (EPD), Ministry of the Environment and National Beautification	Ms. Lisa Senhouse, Deputy Director Environment Protection Department (EPD)
Belize	Mr. Anthony Mai, Chief Environmental Officer Department of the Environment, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management	Mr. Anthony Mai, Chief Environmental Officer Department of the Environment, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management	Mr. Leonides Sosa, Environmental Officer Department of the Environment, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management
Saint Kitts and Nevis	Mr. Stuart Laplace, Director St. Kitts and Nevis Bureau of Standards	Ms. Vicia Woods, Biosafety Officer Department of Environment, Ministry of Environment and Cooperatives	Mr. Franklyn Connor, Chemist Saint Kitts and Nevis Bureau of Standards
Saint Lucia	Ms. Annette Leo, Chief Sustainable Development & Environment Officer Department of Sustainable Development, Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training	Ms. Annette Leo, Chief Sustainable Development & Environment Officer Department of Sustainable Development, Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training	Ms. Yasmin Jude, Sustainable Development & Environment Officer Department of Sustainable Development,

Country	Stockholm Convention National Focal Point	GEF 5558 Project Working Committee Chair	GEF 5558 National Project Coordinator
			Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training
Saint Vincent and the Grenadines	Mrs. Janeel Miller-Findlay, Director Sustainable Development Unit, Ministry of Tourism, Civil Aviation, Sustainable Development and Culture	Mrs. Janeel Miller-Findlay, Director Sustainable Development Unit, Ministry of Tourism, Civil Aviation, Sustainable Development and Culture	Mr. Brenton Quammie, Environmental Officer Sustainable Development Unit, Ministry of Tourism, Civil Aviation, Sustainable Development and Culture
Suriname	Mrs Ivette Patterzon – Senior Legal Advisor Ministry of Spatial Planning and Environment	Dr. Victorine Pinas, Professor Anton de Kom University	Ms. Janet van Klaveren – Environmental Policy Advisor Ministry of Spatial Planning and Environment
Trinidad and Tobago	Ms. Joanne Deoraj, Permanent Secretary Ministry of Planning and Development	Ms Keima Gardiner, Waste Management Specialist Environmental Policy and Planning Division, Ministry of Planning and Development	Ms. Jiselle Joseph, Assistant Manager, Technical Services (Alt) Trisha Beejai, Technical Officer II, Waste Unit Environmental Management Authority

2) Institutional setup

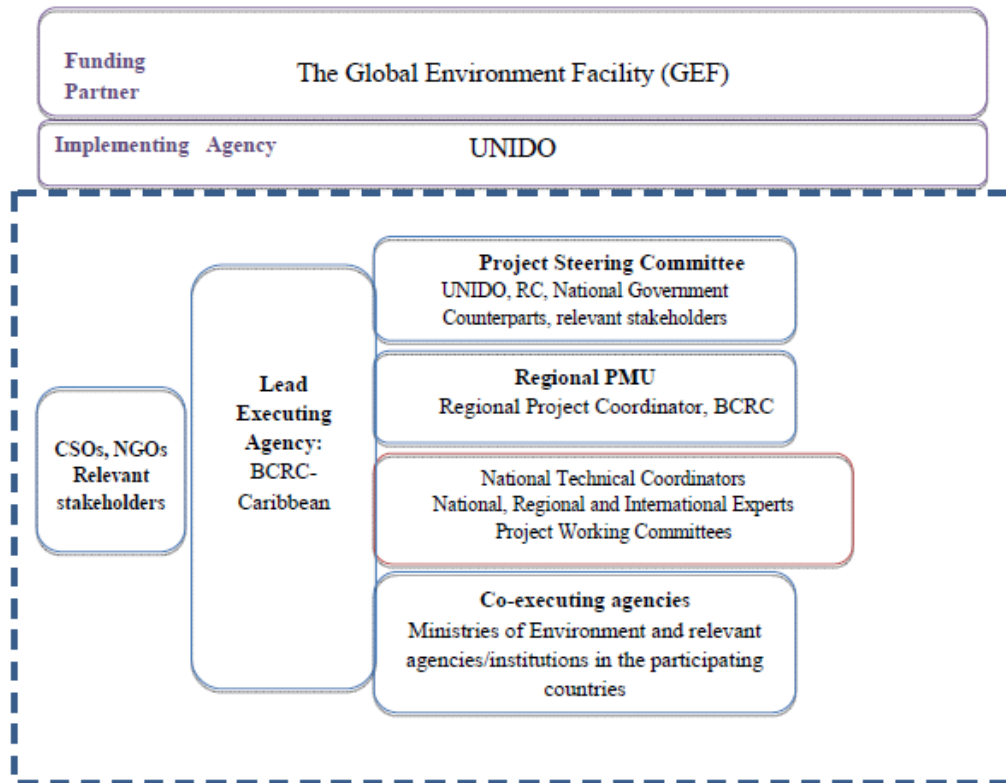


Figure 1: Project Implementation Structure

UNIDO is the **Implementing Agency** of the project, supervising its progress and providing technical, administrative and financial oversight on behalf of the GEF. A project manager was appointed in UNIDO to oversee the implementation of the project, assisted by a support staff and supervised by a senior professional staff. UNIDO is also responsible for execution of the three demonstration projects.

The Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean Region (**BCRC-Caribbean**) **executes the components of the projects** (as agreed with UNIDO) through a contractual arrangement with UNIDO and hosts the Project Management Unit (PMU). BCRC-Caribbean is responsible to ensure that the project is on track as per deliverables and outputs. Day-to-day management and monitoring of project activities, and any consultants and subcontractors recruited to undertake them, is the responsibility of the Project Management Unit in co-ordination with UNIDO. The BCRC-Caribbean, working in conjunction with the national technical coordinators, is responsible for delivering the technical outputs from individual objectives. During the course of the project, the Project Management Unit is responsible for the preparation of regular progress and financial reports as per established contract, and for the preparation of forward plans and budgetary estimation. The timely preparation and submission of mandatory reports forms an integral part of the monitoring process. The PMU will also be responsible for planning, organising and executing the project activities set out below, and prepare and present project plans, regular progress and financial reports to responsible officers.

The BCRC-Caribbean, in coordination with national institutions, is responsible for the arrangement and hosting of workshops at an in-country and at a regional level, the routine monitoring and evaluation of project progress and reporting the same to UNIDO. In consultation and upon mutual agreement with UNIDO, BCRC-Caribbean is also responsible for recruitment and supervision of regional, national and international consultants/experts and subcontractors as necessary to deliver project outputs on the contracted project components.

The release of funds (by UNIDO) is done on the approval of required submitted reports/deliverables by the BCRC-Caribbean. BCRC-Caribbean is responsible for the proper management and reporting of funds provided to them by UNIDO. They account for income and expenditure and provide annual consolidated statements and annual audit reports to UNIDO. Expenditure and procurement are undertaken in conformity with international rules and standards/UN rules and standards/ the statutory rules of these organizations.

A **Project Steering Committee (PSC)** was established during the inception phase of the project. The PSC is responsible for the supervision and follow up of the implementation of the project. The PSC also provides strategic guidance and approve annual work plans and budgets based on the approved project document. It makes the necessary decisions within the rules and regulations of UNIDO and the GEF as per GEF C.39/inf3. The PSC comprises representatives of UNIDO, eight (8) national government counterparts (not contracted by the project) and the BCRC-Caribbean. Other stakeholders can be invited, as necessary, to participate in the PSC meetings. The Regional Project Coordinator will attend PSC meetings in an ex-officio capacity.

The PSC holds its regular sessions at least once a year throughout the project implementation, but additional meetings can be held if necessary. Some PSC meetings may be held through teleconferences, web conferences or during planned regional workshops. The Secretariat of the PSC is provided by the PMU, supported by the host institution for physical and for online meetings.

Day to day monitoring of project execution progress is the responsibility of the Regional Project Coordinator (RPC) based on the project's Annual Work Plan (AWP) and its indicators. The Project Management Unit (PMU), via the RPC, must inform UNIDO of any delays or difficulties faced during execution so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

The **National Technical Coordinators (NTC)** is responsible in formulating the national project work plan, with the guidance of the RPC, in accordance with the approved project document and in ensuring the corresponding project outputs required on a national level are achieved in a timely manner. The NPC should submit a progress report of national activities and a financial report to the PMU one (1) month before each Project Steering Committee meeting.

Technical working groups may be formulated for specific issues based on the recommendations of the PSC.

Technical outputs and milestones identified for the project are prepared by national and international experts or expert groups contracted by the project management team. The project has been designed to allow for the review and approval of draft outputs by key stakeholders to ensure ownership of products.

This is particularly important as most project outputs are designed and intended to be sustainable beyond the life of the project. The project management team and the executing agencies have a first-line supervisory role with regard to project consultants and thus to the review and monitoring of their outputs. The PSC will also review and make recommendations regarding the technical outputs of the project at key milestones defined in the implementation plan.

Targets and indicators are reviewed annually as part of the internal evaluation and planning processes undertaken by the Project Management Unit (PMU).

4. Budget information

Table 3 – Summarized Project Budget

Project components	Project outcomes	GEF grant amount (USD excl. PPG)	Co-financing (USD)	Total (USD)
1. Create the enabling mechanisms in the participating Caribbean countries for the effective implementation of the Stockholm Convention on POPs	Enabling mechanisms developed nationally and regionally for effective implementation of the Stockholm Convention	2,000,000	4,000,000	6,000,000
2. Reduce UPOPs emissions by improving poor waste management practices at landfills	UPOPs emissions reduced by improving poor waste management practices at landfills resulting in improved human health.	3,455,000	7,605,000	11,060,000
3. Assess potential contaminated sites to determine the level of contamination by POPs and develop appropriate remediation strategies	Contaminated sites identified and remediated	1,100,000	4,280,000	5,380,000
4. Managing and disposing of PCBs	ESM of PCBs established in the countries	1,044,000	2,088,000	3,132,000
5. Impact Monitoring and Evaluation	Adherence to project document and achievement of project objectives	600,000	1,400,000	2,000,000
6. Project management	Project management	640,000	1,751,103	2,391,103
Total (USD)		8,839,000	21,124,103	29,963,103

Source: CEO endorsement document.

Table 4. Co-financing source breakdown

Name of co-financier (source)	Classification	Type (Specify: cash and/or in-kind)	Total (in USD)
National Solid Waste Management Authority, Antigua and Barbuda	National Government	In-kind	5,600,000
Ministry of the Environment and Drainage, Barbados	National Government	In-kind	60,000
Ministry of Forestry, Fisheries & Sustainable Development, Belize	National Government	In-kind	1,762,000
Solid Waste Management Authority, Belize	National Government	In-kind	300,000
St. Kitts and Nevis Solid Waste Management Corporation	National Government	In-kind	1,037,036
Ministry of Sustainable Development, Energy, Science and Technology, Saint Lucia	National Government	In-kind	195,274
Ministry of Health, Wellness and the Environment, St Vincent and the Grenadines	National Government	In-kind	176,294
Directorate of Environment, Ministry of Labour, Technological Development and Environment, Suriname	National Government	In-kind	389,000
Ministry of Agriculture, Animal Husbandry and Fisheries, Suriname	National Government	In-kind	68,062
Ministry of the Environment and Water Resources, Trinidad and Tobago	National Government	In-kind	16,055
Solid Waste Management Company Limited	National Government	In-kind	10,012,382
UNIDO	GEF Agency	Cash	178,000
UNIDO	GEF Agency	In-kind	250,000
BCRC-Caribbean	Multi-lateral Agency	Cash	250,000
BCRC-Caribbean	Multi-lateral Agency	In-kind	800,000
Greening the Caribbean, Saint Lucia	Private Sector	Cash	30,000
Total co-financing (in USD)			21,124,103

Source: Project document/GEF: CEO endowment document

Table 5. UNIDO expenditure by budget line

Items of expenditure	2015	2016	2017	2018	2019	2020	2021	2022	Total expend	% of total
Contractual Services	2,448,000	975,225	1,601,375	633,740	-223,418	381,326	452,691	174,785	6,443,724	77.97%
International Meetings			875			-2,908			-2,032	-0.02%
Local travel			4,934	24,215	41,970			39,200	110,318	1.33%
Nat. Consultants/Staff		2,174	2,148			4,520	16,329	21,517	46,688	0.56%
Other Direct Costs	8,985	204	8	2,271	2,976	3,465	3,991	7,328	29,228	0.35%
Staff & Intern Consultants	7,067	42,406	47,089	80,893	133,346	114,784	124,680	187,680	737,944	8.93%
Train/Fellowship/Study				18,525	2,865		2,120	2,062	25,572	0.31%
Equipment				34		171,000	27,480	670,289	868,804	10.51%
Premises							5,173		5,173	0.06%
Grand Total	2,464,051	1,020,009	1,656,429	759,678	-42,261	672,186	632,466	1,102,861	8,265,419	100%

Source: UNIDO Project Management database as of [26.09.2022]

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

Key achievements: Based on the stakeholder consultations undertaken as part of the mid-term review, key achievements from the Project to date can be summarized as follows:

- Establishment of Project Steering Committee (PWC) as well as Project Working Committees (PWCs) in each of the eight countries to serve as a functional network to support the project implementation, build local capacity, share information and bring together key government agencies;
- Increased awareness, knowledge and capacity on POPs and uPOPs in the eight countries participating in the Project;
- Strengthened capacity and expanded team of the BCRC-Caribbean;
- Updated POPs and PCB inventories and country-level National Implementation Plans (NIPs) for the Stockholm Convention on POPs;
- Detailed technical studies undertaken for the three demonstration projects (e.g. design for the sanitary landfill at Ornamibo in Suriname, remediation site assessment for Guanapo Landfill in

Trinidad and Tobago, and a review of medical waste disposal options for Belize. These studies were undertaken to support government decision making on dealing with their landfill sites and addressing current challenges and opportunities with regards to waste management practices in their countries;

- Regional Integrated Chemical Management Model Act that provides a solid basis for the eight countries to either fully adopt the model act (after adjustment to country specificities) or extract relevant sections for integration into already existing legislations.

Project design: The Project addresses all key elements relevant and important to strengthen the policy enabling environment (top down approaches) and reduce POPs emissions through demonstration pilots in eight countries. However, the project design is too ambitious considering (a) current human and financial capacities of the counterparts in the eight Caribbean countries; (b) broad range of activities to be undertaken within the allocated project period; and (c) administrative procedures to follow to execute the activities (e.g. procurement processes, government approval processes, UNIDO's administrative rules).

Need for outcome-driven approaches: The Project is largely structured and driven around activities and outputs without a coherent or plausible pathway from these to the outcomes. Overall, national stakeholders expressed a fatigue to produce action plans and technical studies (*"There is a need for implementation of actions"*). An increased and vigorous focus is needed to transform the outputs into concrete outcomes in order to meet the targeted POP reductions and environmental benefits of the Project.

Established project coordination mechanisms: The Project Steering Committee (PSC), Project Working Committees (PWC) led by PWC Chair, and National Project Coordinators (NPCs) in each project country are overall well-received by the counterparts and seen as effective means to coordinate the project activities in the eight countries. PWCs and NPCs should become more vigorous and pro-active in facilitating and follow-up on the implementation of project activities which create concrete outcomes.

Time frame for creating an impact: The implementation of the project activities (e.g. NIPs, Regional Integrated Chemical Management Model Act, demonstration projects, disposal of PCBs) to deliver concrete outcomes is in most cases subject to government and political decision making. There are upcoming elections in multiple countries participating in the Project (e.g. Suriname, Trinidad and Tobago, Belize, Saint Kitts and Nevis). The period until December 2019 is critical for the Project to facilitate engagement with government decision makers on the approval and implementation of legislative changes and pilot / demonstration projects.

Financing: The total project expenditure of GEF grant funding by UNIDO was USD 5.8 million on 10 June 2019 (66% of total GEF Grant). Financial execution by the BCRC-Caribbean remains low and was at about 31% at the end of September 2018. Low expenditure in previous years was largely due to the delays in the completion of several activities and outputs. Other activities depended on the successful completion of these previous activities. The reported utilization of co-financing by the organizations is currently at about 29% of the promised co-financing. Further action is needed to deliver on the promised co-financing by the end of the project, and where appropriate, adjust the promised co-financing of specific stakeholders to reflect the changing circumstances in the respective countries.

Access to finance and changing government priorities as key challenges: A key challenge for the implementation of project activities which generate concrete POPs reductions (demonstration projects) is the overall lack of financial resources by the government agencies as well changing political priorities throughout the duration of the Project. The Project should put increased efforts on assisting national stakeholders with identifying and assessing concrete financing solutions.

National Implementation Plans (NIPs): Updated NIPs for five countries completed and three updated NIPs (SLU, SVG and BDOS) are currently being finalized. Quality issues with have caused some slippage in the timeline. Previous NIPs have not been evaluated at all (e.g. Suriname) or the evaluation showed that only operational actions that required no additional funding have been implemented (e.g. Trinidad and Tobago). If enabling environments have not changed substantially in the project countries, it is likely that the updated NIPs will also not lead to substantial outcomes or implemented actions. There is need to review the effectiveness of previous rounds of the National Implementation Plans on POPs undertaken by the project countries.

Demonstration projects: There is a need to (re-)confirm the government commitment in each of the three demonstration projects (Ornamibo landfill upgrade in Suriname, medical waste treatment in Belize, and remediation of Guanapo landfill in Trinidad and Tobago), and clearly state the roles and responsibilities of national stakeholders and UNIDO in the next steps to achieve concrete outcomes, or to advise if these components are no longer a priority at this time.

Manage and disposal of PCBs: Target is to dispose 70 tons of PCB or PCB contaminated oil; representing approximately 210 tons of PCB-contaminated equipment. Inventories to date indicate that less than expected PCBs are present in the project countries, however it is still possible to meet this target. Concrete opportunities to reduce PCBs are being identified and investigated with the support of the Project with a promising return on investment (e.g. retrofitting transformer at Energy Company of Suriname).

Capacity building: The planning, delivery and content of the train-the-trainer activities organized by the Project need to be strengthened. The people trained by the Project to date cannot be considered as trainers. There is need for more systemic and long-term capacity building approaches and strengthening processes to ensure that necessary change agents are involved in these efforts.

Change agents: Working with change agents within the beneficiary organizations to drive forward the development, integration and implementation of POPs related policies and demonstration projects is very important to create impacts. In addition to knowledge of POPs and chemical waste, these change agents need to be trained on communication, negotiation, and multi-stakeholder engagement skills. The current process of selecting participants in the Project’s capacity building does not ensure that necessary change agents in terms of numbers and the right level (technical and administrative), are involved. Working with change agents within the beneficiary organizations to drive forward the development, integration and implementation of POPs related policies and demonstration projects is very important to create impacts. In addition to knowledge of POPs and chemical waste, these change agents need to be trained on communication, negotiation, and multi-stakeholder engagement skills.

Summary of the recommendations

The key recommendations from the MTR are summarized below.

Recommendations – Transforming outputs to concrete outcomes or benefits

<i>For whom?</i>	<i>Recommendation</i>
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean • National counterparts 	<p>Apply a vigorous and assertive approach in the remaining project time, to catalyze the transformation of project outputs (e.g. NIPs, Regional Integrated Chemical Management Model Act, demonstration projects, disposal of PCBs) to concrete POPs reductions and other national benefits.</p> <ul style="list-style-type: none"> • It is important to identify the critical paths/predecessor activities that must be achieved in order to allow at a minimum the initiation of project outcomes.

<i>For whom?</i>	<i>Recommendation</i>
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean • National counterparts 	<p>Increase project focus on non-political activities which can deliver on concrete savings in POPs within the timeframe of the Project and which do need substantial financial investment.</p> <ul style="list-style-type: none"> • Non-political activities are defined as concrete project interventions which do not necessarily need ministerial approval. Examples are provided in Section Error! Reference source not found. (Error! Reference source not found.). • See also Chapter Error! Reference source not found. of this MTR report (Error! Reference source not found.)
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean • National counterparts 	<p>Increase engagement with the private sector to facilitate and assist in the process to transform outputs produced to date into concrete outcomes and POPs reductions.</p>
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean 	<p>Update and operationalise monitoring, evaluation and reporting systems of the Project to focus more on concrete outcomes, rather than activities and outputs.</p>

Recommendations - Strategic

<i>For whom?</i>	<i>Recommendation</i>
<ul style="list-style-type: none"> • BCRC-Caribbean 	<p>Strengthen planning and delivery of the train-the-trainer activities organized by the Project.</p>
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean 	<p>Increase focus of the Project on facilitating negotiations with existing financing mechanisms (e.g. World Bank, IDB, Caribbean Development Bank) to expedite the implementation of the demonstration projects as well as the NIPs.</p>
<ul style="list-style-type: none"> • UNIDO • GEF 	<p>If letters of commitments from national counterparts are provided (as per the recommendations for the demonstration projects), request extension of the project end date with one year to December 2021.</p>
<ul style="list-style-type: none"> • BCRC-Caribbean • GEF 	<p>It is strongly recommended that GEF and BCRC-Caribbean and project partners consider the conclusions and recommendations from this mid-term review in the preparations of the detailed proposal of the GEF7 funded ISLAND project.</p>

Recommendations – National implementation plans

<i>For whom?</i>	<i>Recommendation</i>
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean • National counterparts 	<p>Undertake an exercise to identify short-term and non-political project activities, prioritized on their concrete benefits and achievability within the time frame of the Project (e.g. extract these from short-term actions as defined in the updated NIPs).</p>
<ul style="list-style-type: none"> • BCRC-Caribbean 	<p>Review the effectiveness of previous rounds of the National Implementation Plans (NIPs) on POPs undertaken by the project countries.</p> <ul style="list-style-type: none"> • Review should look into actual implementation of proposed actions as well as an assessment to what extent the institutional frameworks and enabling

For whom?	Recommendation
	environment have changed to support the implementation of the updated NIPs.

General recommendations

For whom?	Recommendation
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean 	Follow-up with project stakeholders in the countries to ensure that promised co-financing is utilized and reported in a timely matter, and where needed, adapt the promised co-financing of specific stakeholders to reflect changing circumstances in the project countries.
<ul style="list-style-type: none"> • BCRC-Caribbean Chair 	Expedite the renewal of key staff contracts and the BCRC Framework Agreement with the Government of Trinidad and Tobago.
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean 	Update project results framework to clarify some the project targets.
<ul style="list-style-type: none"> • UNIDO • BCRC-Caribbean 	Strengthen operational management and institutional arrangements within the project team to consistently and effectively follow-up on situations in the project countries which require interventions.

The MTR also had more concrete recommendations for the demonstration projects in Belize, Suriname and Trinidad and Tobago

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 December 2015 to the estimated completion date on December 31, 2022.

The evaluation has two specific objectives:

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

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy¹. 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

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

evaluation. The evaluation expert leader will liaise with UNIDO on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach and mixed methods to collect data from a variety of sources and informants. It will pay attention to triangulating the data as part of 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 through which the project can contribute to its outcomes and longer-term impacts. It will also identify drivers (enablers) and barriers to achieving project outcomes and longer-term impacts. The learning from this analysis will be useful to inform project design and engender a results-oriented approach to managing projects and programmes.

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 visits** to project sites in a number of selected countries out of the eight (8) participating countries. During the Mid-Term Review in 2019, the review team conducted field visits in 3 countries: Trinidad and Tobago, Suriname and Belize. The Terminal Evaluation team will determine during the inception phase, in consultation with the Project Management Team, the countries to visit. The TE team will conduct online consultation with stakeholders in the countries that are not included in the field visits.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

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

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

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

Table 4 - Project Evaluation Criteria

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

Source: UNIDO Evaluation Manual, 2018

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 Safeguards²:** 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

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 5 below.

Table 5 - Project rating criteria table:

Score		Definition	Category
6	Highly satisfactory	Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory	Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory	Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory	Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory	Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.	

Source. UNIDO Evaluation Manual

²Refer 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 September to December 2022. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

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

V. Time schedule and deliverables

The evaluation is scheduled to take place from September to December 2022. The evaluation field mission is tentatively planned for **28 November to 9 December 2022**.

After the evaluation field mission, the evaluation team will draft TE report will be submitted 4 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Evaluation Manager, the Project Management Team, the GEF Coordinator and GEF OFP and other stakeholders for fact checking. 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 to the Evaluation Manager, in accordance with UNIDO ODG/EIO/IEU standards. The evaluation team will present online the preliminary findings of the terminal evaluation to the project steering committee, scheduled to take place in mid-December 2022.

Tentative timelines

Timelines	Tasks
September 2022	Preparation of the evaluation TOR, identification and recruitment of the evaluation team members.
Oct 2022	Desk review and writing of inception report
Oct 2022	Briefing with UNIDO project manager and the project team based in Vienna
Nov 2022	Finalize the Inception Report (incl. TOC, mission schedule, data collection instruments)
28 Nov – 9 Dec 2022	Field work including visit to project countries
mid-Dec 2022	Debriefing on line to the project steering committee (PowerPoint presentation)
Jan 2023	Preparation of first draft evaluation report Internal peer review of the report by UNIDO and other stakeholder comments to draft evaluation report
February 2023	Final evaluation report

Table 7. Tentative timelines.

VI. Evaluation team composition

The evaluation team will be composed of three members: one team leader, one POPs technical advisors and one regional expert. The evaluation team members will possess strong experience and skills in evaluation, technical expertise in POPs and chemical management and data collection and analysis skills. The consultants will be contracted by UNIDO.

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 the Caribbean 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 Unit 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, together with the Evaluation Team Members, 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”); mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable³.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO 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 for collation and onward transmission to the project evaluation expert who will be advised of any necessary

revisions. Based on 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 consider their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission online.

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 the 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.

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments. Quality assurance and control is exercised in different ways throughout the evaluation process.

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. The draft and final evaluation report are reviewed by UNIDO project manager, who will submit the final report to the GEF Evaluation Office and circulate it within UNIDO.

Annex 1: Project Logical Framework

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
Project Objective: To develop and implement a Sustainable Management Mechanism for POPs in the Caribbean					
Outcome 1: Enabling mechanism for effective implementation of the Stockholm Convention on Persistent Organic Pollutants created	No country in the Caribbean Region has comprehensive regulatory system in place for chemicals.	Eight (8) countries mainstreaming sound chemicals management into national policies, regulations and institutional infrastructure.	Number of regulatory instruments and guidelines mainstreamed in compliance with requirements of SC on POPs submitted for approval.	Official gazette	The Governments of the Region are committed to meet the requirements of the Stockholm Convention and develop guidance documents and new/updated regulation that will require stakeholders to manage POPs in an environmental sound manner. Agreement among stakeholders on the content of the regulatory tools will be reached rapidly and efficiently.
Output 1.1: National Implementation Plans (NIPs) updated	Most of the NIPs require updating including the inventories for new POPs SVG still to complete their NIPs	8 updated NIPs to reflect the needs of the countries.	Updated NIPs submitted to Cabinets of the participating countries.	Cabinet acknowledgment of receipt of NIPs	The respective Governments need to allocate the necessary resources to ensure that the NIP action plans are actually undertaken.
Output 1.2: Sound chemicals management mainstreamed into national policies and plans	No country in the Caribbean Region has comprehensive regulatory system in place for chemicals	POPs related legislations are fully in-line with the requirements of the SC	Technical regulations, standards and norms are developed and adopted.	Copy of the submitted laws, standards	Stakeholders understand the need for developing a comprehensive regulatory system. National governments adopt the legal concepts developed by the project.
	Staff has not been trained on the obligations of the Stockholm Convention in the region. There is a lack of appropriate legal infrastructure and enforcement for environmentally sound	Legal infrastructure for hazardous waste management is drafted and submitted for cabinet approval. At least eight (8) trainers trained.	Number of trained trainers (women/men). Number of trainings conducted. Number of trained Inspectors in the countries.	Training records. Copy of the toolkit for site inspections of hazardous waste management enterprises. Copy of accreditation certificate	Training of judiciary and Ministry of Finance employees on the Stockholm and other chemicals conventions leads to increased support for implementation and active and enforcement of the convention by these sectors. Trained inspectors will train their colleagues on hazardous waste

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
	<p>hazardous waste management in the participating countries. Hazardous wastes generally end up mixed with domestic wastes and dumped.</p> <p>SLU and ANU have had facilities built but these have been used for other activities</p>	<p>At least five (5) trainings conducted</p> <p>At least two (2) inspectors at enforcement authorities are trained in each country for efficient implementation of the hazardous waste related legislations.</p> <p>One (1) tool kit for site inspection procedures for hazardous waste management enterprises.</p> <p>Eight (8) trained environmental specialists in POPs inventories.</p> <p>At least 40% of the trained specialists are female.</p> <p>One regional laboratory for POPs analysis strengthened</p> <p>One hazardous waste storage facility per country</p>	<p>Number of tool kit for site inspection procedures for hazardous waste management enterprises.</p> <p>Number of trained environmental specialists in POPs inventories.</p> <p>Number of men/women trained.</p> <p>Number of laboratories strengthened</p> <p>Number of storage facility built</p>	<p>Operating license.</p>	<p>related legal measures and enforcement practices.</p>
	<p>Whilst there is general awareness of pesticides</p>	<p>POPs, UPOPs are integrated into general,</p>	<p>Gender sensitive media products developed.</p>	<p>Media products aired on television/radio</p>	<p>Public awareness workshop will have large participation.</p>

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
	there has been no focus on other POPs.	gender sensitive public awareness campaigns. At least three (1) public awareness workshops are conducted in each country. 30 % improvement on POPs awareness. (based on KAP survey) At least 45% of the participants at the public awareness workshops are female.	No of pesticides/POPs week activities per country. Result of KAP survey. No of men/women participants at the workshops.	KAP surveys carried out show an improved awareness	Communities and NGOs will actively participate in public awareness activities.
Output 1.3: Regional information system available for all countries	POPs and contaminated sites related information is scattered, Data collection, presentation is not undertaken in a standardized, redundant manner. Informed decisions are hard to make as data and data analysis are incomprehensive or missing.	One regional POPs database and data presentation and analysis platform is developed and in place.	Online database developed and housed at the BCRC-Caribbean	Database available online, Copy of the user manual.	Resources need to be allocated to ensure that information is updated and uploaded to the respective databases. The database structure will allow for redundant data storage and appropriate user privileges for accessing data input modification and view.
Outcome 2:UPOPs emissions reduced by improving poor waste management	Open burning of waste still exists at many landfills and dumpsites. The annual PCDD/PCDFs release from inappropriate medical	Elimination of this practice. The UPOPs releases in Medical Waste disposal sector in the Western Corridor of Belize drops	Quantity of UPOPs releases reduced Tons of PBDE containing plastics disposed.	No fires recorded at dumpsites and landfills Progress reports, UPOPs Inventories.	Medical waste generation will not increase significantly in the following 5 years in Belize. The waste generation pattern of electrical, electronic, metal

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
<p>practices at landfills</p>	<p>waste disposal in the western corridor in Belize is estimated at 5.1 gTEQ/a (fact finding mission for FSP development May 2014). The releases are due to open burning of medical wastes at backyards of hospitals, dump sites and incineration of medical wastes in batch type substandard incinerators.</p> <p>In Suriname it is a common practice to burn metal containing wastes, such as electrical wires and WEEE at dump sites to recover scrap metals. The annual PCDD/PCDFs releases from this practice at the Ornamibo landfill is 11.07 gTEQ/a.</p> <p>PBDE containing plastics might be exported and recycled into sensitive products.</p>	<p>by 99 % to 0.03 gTEQ/a. which is 5.07 gTEQ/a release reduction</p> <p>The PCDD/PCDFs releases at Ornamibo landfill in Suriname drop to 2.21 gTEQ/a which is 8.86 gTEQ/a release reduction compared to the baseline.</p> <p>2 tons of PBDE-containing plastics have been diverted from being recycled.</p>	<p>Tons of materials recycled</p> <p>Value of recycled materials</p> <p>Number of jobs created in the recycling industry (women/men)</p>		<p>containing and plastic wastes will not increase significantly within project lifetime in Suriname.</p>

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
Output 2.1: Systems for the collection and disposal of POPs wastes resulting in better waste management practices implemented at a national level	<p>Medical waste management practices at the demonstration area are generally substandard.</p> <p>Environmental contaminants such as POPs are released and deteriorating human health and environmental quality. Penalties for open burning of waste are generally low and regulatory inspections for adherence to the law are scarce.</p> <p>In Suriname Penalties for open burning of WEEE and potentially PBDE containing waste streams are generally low, non-discouraging and regulatory inspections for adherence to the law is scarce.</p>	<p>Source separation programmes in place in each demonstration site.</p> <p>80% of healthcare facilities in Belize comply with sound medical waste management practices.</p> <p>80% of the enterprises comply with improved waste management practices.</p>	<p>Number of Trained landfill operators (male/female)</p> <p>Tons of hazardous wastes separated at source.</p> <p>Number of generators of metal rich, WEEE and potentially PBDE containing wastes adhere to improved waste management practices.</p> <p>Tons of materials recycled</p> <p>Value of materials recycled</p> <p>Number of new businesses established</p> <p>Number of jobs created (women/men)</p>	<p>Training records</p> <p>Site inspection reports.</p> <p>Site inspection report.</p>	<p>In Belize health care institutions will understand the reasons behind the stricter requirements for medical waste management and will responsively and actively participate in improving their own such practices.</p> <p>Generators of metal rich, WEEE and potentially PBDE containing waste will understand and adhere to the waste management system in the demonstration area and will responsively and actively participate in the implementation of the project.</p>
Output 2.2: BAT/BEP demonstrated in a pilot (existing) landfill facility.	There are seven medical waste incinerators in Belize. Out of them only one is operational. None of them meet international	One medical waste disposal demonstration technology, which adopts BAT/BEP principles, is transferred to Belize.	Proof of performance test of the selected technologies and services comply with BAT/BEP.	<p>Operating permits</p> <p>Progress reports</p>	BWC includes the establishment of a new medical waste disposal facility in its business plan.

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
	<p>environmental performance standard. Solid waste management strategy and plan is silent on medical wastes consequently a country wide feasibility study for its disposal is missing.</p> <p>Burning is used at Ornamibo to recover metals from waste.</p> <p>There are several small scale recycling facilities in Suriname that collect metals, PET bottles, paper and electronic wastes.</p> <p>Plastic is not analyzed for PBDE content, thus the likelihood of recycling of potential POPs containing waste into sensitive products is existing.</p>	<p>One technology for dismantling, crashing, cleaning, sorting, compacting and documenting metal rich, WEEE and PBDE containing wastes streams is operational.</p> <p>At least 5 new jobs created</p>	<p>Number of new businesses established (managed by men/women)</p> <p>Number of jobs created (men/women)</p> <p>Tons of materials recycled</p> <p>Value of materials recycled</p>		<p>Ministry of Public Works will establish a waste to energy facility to utilize the municipal waste of district Paramaribo, district Wanica and parts of district Saramacca. The facility will have a presorting line where all non-burnable wastes will be separated. It is assumed that Ministry of Public Works will accept the potential PBDE containing plastics as a fuel in their waste to energy facility.</p>
<p>Outcome 3: Identification and remediation of contaminated sites</p>	<p>Many potential POPs contaminated sites may be present in the Caribbean due to the former intensive use of pesticides in the agriculture and use of</p>	<p>Participating countries have capacity in managing contaminated sites. Regional support and network of experts are available for</p>	<p>Number of potentially contaminated sites are identified and recorded in the regional database.</p> <p>Number of dissemination workshops.</p>	<p>Progress reports, NIPs</p>	<p>The regional database and data analytical platform is operational and helps prioritizing among candidate sites.</p> <p>BCRC will maintain a network of experts and enterprises that have</p>

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
	PCBs in electrical equipment. There may not be records of these locations. There is not appropriate capacity for assessment and evaluation of contaminated sites in the Caribbean.	contaminated site management.			capacity in identifying, assessing and remediating contaminated sites. BCRC maintains and disseminates the lessons learnt from successful contamination site management and remediation projects.
Output 3.1: Contaminated sites identified, assessed and prioritized for treatment	The preliminary contaminated sites inventories of the first NIP development process in the Caribbean have not provided appropriate information on potential POPs contaminated sites that would have allowed the selection of a priority site for demonstration activities.	1-5 priority sites are identified for detailed site assessment and evaluation. Conceptual site modeling is developed for the locations including the determination of POPs and co-contaminant levels. One contaminated sites is selected for remediation.	Risk assessments and site evaluations and classification conducted for candidate sites.	Progress Report Risk Assessment matrix Site classification reports	Contaminated sites inventories of the NIP update process will provide comprehensive and coherent data from all participating countries whereby prioritization and selection of candidate sites could be undertaken. Laboratory back up for the initial and, if required, detailed testing program is available.
Output 3.2. Remediation demonstrated in a prioritized contaminated site	Lack of capacity in the region for remediation of contaminated sites.	Remediation plan including technology selections and cost and benefit assessment is developed. One site remediated	Result of confirmatory sampling. Tons of POPs removed	Site remediation plans Site remediation final report. Laboratory test results	Remediation will be undertaken in the dry season to avoid unpredictable migration of contaminants during clean-up operations.
Outcome 4: PCBs managed and disposed of	The Caribbean does not have appropriate hazardous waste disposal facilities for	One regional PCB database is in place, where each country can	PCB database is in place and accessible on the Internet.	Database users guide.	Mobile rapid PCB analyzers will be used to fast-screen mineral oil samples.

Outcome	Baseline	Target	Objectively Verifiable Impact Indicators	Sources of Verification	Risks and Assumptions
	<p>POPs and PCBs. Export disposal operations are costly, which has hindered phasing out of PCB-containing equipment in the past.</p> <p>There is no accurate information within the Governments on PCB amounts</p>	<p>store its own PCB inventory.</p> <p>PCB related information is available for decision-making.</p>			<p>The storage areas identified and strengthened by the FAO-GEF project would be used to temporary storage of PCB containing equipment and wastes. Project assumption is that these storages do not require further investments to store PCB wastes.</p>
Output 4.1: ESM of PCBs implemented	Some inventories were done by the FAO.	<p>30% of potentially PCBs containing equipment and wastes are identified and labeled in the electrical and private sectors.</p> <p>Disposal of 70 tons of PCB or PCB contaminated oil; representing approximately 210 tons of PCB-contaminated equipment</p>	<p>Number of labelled oil containing equipment.</p> <p>Number of PCB-containing equipment prioritized and selected for Phase-out.</p> <p>Tons of PCB-contaminated oil and carcasses.</p> <p>Value of materials recycled and re-used.</p>	<p>Inventory reports.</p> <p>Phase-out plans</p> <p>Disposal certificates</p>	<p>The power companies would be the main target groups. However other large power consuming stakeholders will be involved as well.</p> <p>PCB owners will actively support the inventory exercise.</p> <p>The central locations chosen should be designed to accommodate hazardous materials and should be properly secured.</p> <p>If PCB containing waste materials have to be shipped for disposal, all the affected countries should be notified prior using the mechanisms of the necessary Conventions</p>



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	International Evaluator, Team Leader
Main Duty Station and Location:	Home-based
Mission/s to:	Missions to Vienna, Austria and selected participating countries
Start of Contract (EOD):	1 Oct 2022 (or as soon as possible)
End of Contract (COB):	31 Dec 2022
Contract Type:	WAE
Number of Working Days:	47 days

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (ODG/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. 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/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

This position will be managed by the Independent Evaluation Unit (ODG/EIO/IEU) in accordance with the UNIDO Evaluation Policy.

2. PROJECT CONTEXT

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

3. FUNCTIONAL RESPONSIBILITIES

Main Duties	Deliverables	Duration	Location
<p>Review documentation and relevant background information related to the project, including national policies and strategies. Define technical issues and questions to be addressed by the team 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>	<ul style="list-style-type: none"> Draft evaluation matrix (framework) Stakeholder list (including country representatives, business and industrial associations, companies, partner institutions, support institutions, etc.) 	5	Home-based

Main Duties	Deliverables	Duration	Location
<p>In coordination with the project manager, the project management team and the national evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>			
<p>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 regional evaluator to prepare initial draft of output analysis and review technical inputs prepared by regional evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> • Draft theory of change and Evaluation framework for submission to the Evaluation Manager for clearance • Data collection instruments for clearance by the Evaluation Manager • Division of labour within the Evaluation Team 	5	Home based
<p>Briefing with the UNIDO Independent Evaluation Unit, project managers and selected key stakeholders at UNIDO HQ.</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. 	2	Online
<p>Conduct field mission: Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; Agreement with the regional evaluator on the structure and content of the evaluation report and the distribution of writing tasks; Undertake site visits</p>	<ul style="list-style-type: none"> • Interview protocols and notes • Collection of data • Emerging findings 	14	Caribbean countries (to be identified during the inception phase)
<p>Evaluation debriefing: Discuss and share the evaluation's preliminary findings, conclusions, and recommendations to the national stakeholders.</p> <p>Present findings, lessons, good practices, strengths and weaknesses, and recommendations to key stakeholders at UNIDO HQ for early feedback to finalise the evaluation report.</p>	<ul style="list-style-type: none"> • Evaluation presentation of the evaluation's preliminary findings, conclusions, and recommendations to stakeholders in the country. • PowerPoint presentation, incorporating feedback from national stakeholders 	3	Online

Main Duties	Deliverables	Duration	Location
<p>Report Writing:</p> <p>Prepare the evaluation report, with inputs from the regional evaluator and POPs technical advisor, according to the TOR;</p> <p>Coordinate the inputs from the regional consultant and combine with her/his own inputs into the draft evaluation report.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> • Draft evaluation report. • Submit to Evaluation Manager for clearance before wider circulation 	15	Home-based
<p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholder based on UNIDO standards.</p>	<ul style="list-style-type: none"> • Final evaluation report submitted to the Evaluation Manager 	3	Home-based
		47	

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. Judgment and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15 years' experience in environmental/energy project management and/or evaluation (of development projects)

- Knowledge about GEF operational programs and strategies and relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of international / GEF projects and knowledge of UNIDO activities as an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks
- Working experience in the **Caribbean** is an asset.

Languages:

Fluency in written and spoken English and Spanish 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 project manager located at UNIDO HQ.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Regional expert, Team member
Main Duty Station and Location:	Home-based
Mission/s to:	Missions selected participating countries in the Caribbean
Start of Contract (EOD):	1 Oct 2022 (or as soon as possible)
End of Contract (COB):	31 Dec 2022
Contract Type:	WAE
Number of Working Days:	33 days

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (ODG/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. 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/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

This position will be managed by the Independent Evaluation Unit (ODG/EIO/IEU) in accordance with the UNIDO Evaluation Policy.

2. PROJECT CONTEXT

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

The regional expert 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:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Desk review</p> <p>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 (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;</p> <p>A stakeholder mapping, in coordination with the project team.</p>	5 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<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
<p>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.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	4 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Prepare meeting notes.</p>	<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. 	10 days (including travel days)	Caribbean countries (to be identified during the inception phase)
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues), analyze data collected and prepare tables/graphs to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.</p>	<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
TOTAL		33 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, environment and resource management, conservation, or other relevant discipline like developmental studies.

Technical and functional experience:

- Minimum of 5 years of experience in project coordination, project document preparation and environment management issues.
- Good knowledge and competency in the research, on-site verification, and management of projects related to environment management
- Good experience in organizing, coordinating and facilitating stakeholder workshops, focus groups.
- Experience and knowledge in environment management, multilateral financing mechanisms such as GEF and the UN system is an asset.
- Familiarity and experience in development projects and programmes and working experience with international development agencies is an asset.
- Knowledge of the development work in the Caribbean region is an asset.

Languages: Fluency in written and spoken English and 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.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	POPs Technical Advisor, Team member
Main Duty Station and Location:	Home-based
Mission/s to:	None
Start of Contract (EOD):	15 Oct 2022 (or as soon as possible)
End of Contract (COB):	31 Dec 2022
Contract Type:	WAE
Number of Working Days:	7 days

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (ODG/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. 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/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

This position will be managed by the Independent Evaluation Unit (ODG/EIO/IEU) in accordance with the UNIDO Evaluation Policy.

2. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation. The advisor will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> Review the project document and mid-term review report, and other project progress and technical documentation and provide a technical opinion on the technology and processes proposed during project design and provide comments to the evaluation team Advise the evaluation team on questions and information that the team should enquire, collect and answer from the field related to POPs. Critically review the evaluation team’s Inception Report. Advise the evaluation team, through online meeting, once in a while, on evaluating the project with POPs lens to make sure the team is on track to cover POPs perspectives. Advise the evaluation team on technical issues that come up during their observations. 	<ul style="list-style-type: none"> Comments and suggestions on evaluation questions and information to be collected in the field on POPs and chemical management. Comments and suggestions to better reflect POPs and chemical management into 	7	Home - based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Locati on
<ul style="list-style-type: none"> Critically review the draft evaluation report and provide comments and suggestions on how to reflect POPs issues in the assessment. 	the assessment in the draft evaluation report.		

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in chemical management, environmental management, business management, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 10 years' experience in chemical management, POPs, hazardous waste management, or environment management
- Good working knowledge in socio-techno economic analysis of waste management and environmental-related considerations
- Experience with 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 Unit.

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it to those we serve and who have trusted us to contribute to a better, safer and healthier world.
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Annex 3- 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

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