



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

**INDEPENDENT EVALUATION**

**OF**

**UNIDO's PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)  
FRAMEWORK**

Independent Evaluation Unit (IEU)

Office of Evaluation and Internal Oversight (EIO)

Vienna, November 2022

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## I. INTRODUCTION

The Office of Evaluation and Internal Oversight (EIO) will conduct the independent evaluation of UNIDO's Programme for Country Partnership (PCP) framework. This evaluation is part of the approved EIO Evaluation Work Plan 2022-2023<sup>1</sup> and is expected to contribute to the achievement of UNIDO's strategic priorities and objectives, strengthen evidence-based planning and programming, and inform decision-making processes.

UNIDO's mandate for inclusive and sustainable industrial development is anchored in the 2013 Lima Declaration and echoed in the 2030 Agenda for Sustainable Development, which recognizes inclusive and sustainable industrialization as a major driver of sustainable development, particularly through Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". In addition to SDG 9, UNIDO's mandate aligns with many other SDGs, including those related to poverty eradication (SDG 1), gender equality (SDG 5), access to clean and affordable energy (SDG 7), job creation (SDG 8), and partnerships for the goals (SDG 17) among others.

In December 2021, a new Director General took office in UNIDO. The Director General reiterated the need to address current global challenges and the importance of UNIDO's contribution to the achievement of the SDGs<sup>2</sup> and to the objectives of the Paris Agreement<sup>3</sup>. The Director General stressed the importance of fostering interlinkages with other SDGs and forging a new global alliance for inclusive and sustainable industrial development.

Through the 2030 Agenda, the international community highlights the necessity of working in partnerships to mobilize the knowledge, expertise, technology, and financial resources to fulfil the SDGs. Goal 17 is dedicated to that exact purpose, calling on the international community to "Strengthen the means of implementation and revitalize the global partnership for sustainable development". Partnerships are not only key to successfully tackling the global development challenges that lie ahead, but also essential to UNIDO's mandate of promoting and accelerating inclusive and sustainable industrial development. This requires a broader range of resources than any individual entity can provide.

## II. UNIDO'S PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)

The PCP model was first introduced in 2014, following the adoption of the Lima Declaration at the fifteenth session of the UNIDO General Conference (2013), through which Member States called on the Organization to strengthen existing and forge new partnerships and networks to achieve maximum results.

The PCP is UNIDO's innovative model for accelerating inclusive and sustainable industrial development in Member States. Aligned with the national development agenda/strategy and focused on sectors with high growth potential, the programme supports a country in achieving its industrial development goals. The PCP rests on a multi-stakeholder partnership led by the host government. It builds synergies with ongoing government and partner interventions relevant to industrial development. The PCP is also designed to leverage additional investment in selected priority sectors. As such, it is a model that facilitates the mobilization of partners and resources to achieve larger development impact. For UNIDO, the PCP serves to

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<sup>1</sup> Approved in April 2022 at the UNIDO Leadership Meeting (LM)

<sup>2</sup> <https://www.un.org/sustainabledevelopment/>

<sup>3</sup> <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

operationalize the Organization's mandate and contribution to meeting SDG 9. At the same time, it is a model that can be used to implement other SDGs.<sup>4</sup>

### Key features of the PCP<sup>5</sup>

While each programme is tailored to specific country needs and aligned with the national development strategy, the PCP framework defines the following key features:

#### **Government ownership**

The PCP should be characterized by strong government ownership at the highest political level. This entails strategic guidance and leadership in the development and implementation of the programme.

#### **Long-term multi-stakeholder partnership**

The PCP is expected to be founded on a multi-stakeholder partnership from programme design to implementation. It links the industrial development efforts of the respective national government, United Nations entities, development partners, financial institutions, the business sector, academia and civil society.

#### **Facilitation of public and private investment**

Under the leadership of the host government, the PCP intends to facilitate the mobilization and coordination of three streams of financial resources: development assistance, public finance, business sector investment. All three streams are essential to trigger long-term development processes in the prioritized industrial sectors/value chains.

#### **Strong analytical framework**

A country diagnostic to identify the main opportunities and bottlenecks for advancing inclusive and sustainable industrial development, taking into account the existing national policy framework, is an integral part of programme development.

#### **Priority industrial sectors and areas**

The PCP focuses on a selected number of priority sectors and areas essential to the national industrial development agenda. These are typically selected based on their potential for job creation, availability of raw materials, export potential and ability to attract investment.

#### **A results-based management system**

All PCPs are based on a theory of change (ToC) analysis and identify clear results' chains that establish causal linkages between UNIDO's support and the achievement of agreed targets.

### PCP countries

In 2014, Ethiopia and Senegal were selected as the first two pilots of the programme. In December 2015, Peru became the third PCP pilot country. The piloting phase progressively expanded to Cambodia, Kyrgyzstan and Morocco, thus covering each geographical region of the world. In 2018, UNIDO approved the formulation of new PCPs for Côte d'Ivoire, Egypt, Rwanda, and Zambia. In 2020, the United Republic of Tanzania became the newest PCP country, and in 2021 Nigeria. To date, twelve Programmes for Country Partnerships are under implementation or programming.

In addition to these 12 PCPs, and by reiterating the importance of UNIDO's support to Kenya during the General Conference in Abu Dhabi in 2019, Kenya launched a PCP self-starter with the aim to facilitate further acceleration of the Government's industrialization agenda and

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<sup>4</sup> <https://www.unido.org/programme-country-partnership>

<sup>5</sup> UNIDO Policy on the Programme for Country Partnership. DGB/2018/04

support the recovery of the manufacturing sector and supply chains from adverse COVID-19-related impacts.<sup>6</sup>

### **UNIDO's role**

Through the PCP, UNIDO provides normative, policy and advisory services to the government on industry-related issues, designs and develops a holistic programme composed of complementary interventions, and delivers integrated and multidisciplinary technical assistance. UNIDO also facilitates the convening of partners and the overall coordination of the programme.

By facilitating the pooling of resources, coordinated actions and joint initiatives, the PCP, supported by the United Nations Resident Coordinators at the country level, does also play a key role in joint efforts of the United Nations development system to achieve the Sustainable Development Goals and the success of the 2030 Agenda.

The PCP, is in line with the ongoing reform of the United Nations development system (UNDS) and with UNIDO's roadmap to maximize UNDS reform opportunities. As outlined in the report by the Director General to the Industrial Development Board, UNIDO's programmatic services, such as PCPs guide UNIDO's engagement with Member States<sup>7</sup>.

The PCPs continue to be developed based on national ownership and a strong partnership approach, and pursue synergies with interventions of other stakeholders, including UNDS entities. As required by the UNDS reform, the ongoing PCPs are being aligned with United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), to the extent possible, during the mid-term reviews. Increased attention is paid to ensure that newly formulated agency-specific country-level programmes are prepared in consultation with, and cleared by, UNRCs. This was the case for the new PCP in Zambia, for which written confirmation by the United Nations Resident Coordinator was obtained during its formulation stage.

### **UNIDO Policy on PCPs and UNIDO Guidelines on the Programme for Country Partnership**

At the Organization level, UNIDO has promulgated the UNIDO Policy on the Programme for Country Partnership (PCP)<sup>8</sup>, and UNIDO Guidelines on the Programme for Country Partnership, to explain the different phases of the programme, and to define the tasks, roles and responsibilities of UNIDO staff throughout the lifetime of the PCP.<sup>9</sup> The Policy and Guidelines are supported by a comprehensive set of operational instructions and templates.

In line with the PCP guidelines and in order to close the accountability and learning cycle, each PCP must undergo an independent evaluation, to assess the alignment of the programme design with the PCP framework and the performance of PCP-related activities in the concerned country. PCP evaluations also aim at assessing UNIDO's contribution to transformational change in the respective country, and to extract recommendations and lessons for the design and implementation of PCPs initiated or planned elsewhere.

In 2017, the Office of Evaluation and Internal Oversight (EIO) conducted an independent mid-term evaluation of UNIDO's Programme for Country Partnership (PCP)<sup>10</sup>. Based on a rather short pilot phase (2015-2017) its purpose was to draw first lessons and further improve the

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<sup>6</sup> <https://www.unido.org/news/launch-kenya-pcp-self-starter>

<sup>7</sup> IDB.50/11–PBC.38/11 (4 May 2022)

<sup>8</sup> UNIDO Policy on the Programme for Country Partnership, DGB/2018/04, 23 February 2018

<sup>9</sup> UNIDO Guidelines on the Programme for Country Partnership, AI/2018/01, 23 February 2018

<sup>10</sup> UNIDO. (2017). Independent mid-term evaluation of UNIDO's Programme for Country Partnership (PCP) (ODG/EVQ/IEV/17/R.6, December 2017)

PCP concept and framework. Independent evaluations of the PCP Ethiopia<sup>11</sup> and PCP Senegal were conducted in 2019 and 2022 and an independent evaluation of the Programme for Country Partnership in Peru was launched in September 2022.

### III. EVALUATION PURPOSE AND OBJECTIVES

The main purpose of this strategic evaluation is to assess the overall **Programme for Country Partnership framework** and the extent to which its expected results are being achieved. The evaluation will assess, inter alia, the compliance and applicability to the PCP features, the replicability of the programme, its relevance and coherence and the extent to which the PCP framework contributes to the achievement of the 2030 Agenda and its development goals.

This evaluation aims at generating findings, drawing lessons and at providing a set of useful recommendations. These will include inputs for UNIDO management on the PCP as holistic programmatic approach, and model for accelerating inclusive and sustainable industrial development in its Member States. These recommendations will lead to the formulation of Management Action Plans to ensure concrete and traceable corrective action.

The key users of this evaluation will be UNIDO management, at Headquarters (HQ), Member States, and other partners and stakeholders cooperating with UNIDO,

Hence, the evaluation of the PCP framework has the following main objectives:

1. Assess the adequacy of the PCP framework to UNIDO's mandate of promoting industrial development, accelerating the achievement of SDG 9 and contributing to the 2030 Agenda for Sustainable Development;
2. Assess whether UNIDO's different roles and tasks within the PCPs are conducive to the achievement of expected results;
3. Assess the adequacy of the PCP framework for UNIDO's future programming at the country level and in the context of the UNIDO medium-term programme framework and UNIDO's priorities and goals.

### IV. SCOPE AND FOCUS OF THE EVALUATION

The evaluation will focus on the overall PCP model/framework. It will cover the period 2014 to 2022. The evaluation will not look into the performance of individual UNIDO projects or programmes, which may form part of the PCP implementation in a given PCP country, but focus on policies, strategies and processes that influence the design, implementation and impact of PCPs.

The evaluation will build on the findings from the independent mid-term evaluation of UNIDO's programme for country partnership (PCP) framework (2017) of the independent evaluations of the PCP in Ethiopia (2019) and in Senegal (2021), and on preliminary findings from the evaluation of the PCP Peru<sup>12</sup>. Depending on availability of evaluable evidence, the evaluation will also consider other PCPs (Reference Annex 1. PCP countries. Overview).

### V. EVALUATION APPROACH AND METHODOLOGY

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<sup>11</sup> [https://intranet.unido.org/intranet/images/9/98/PCP-ETH\\_2015-2019\\_TE-2019\\_Ebook.pdf](https://intranet.unido.org/intranet/images/9/98/PCP-ETH_2015-2019_TE-2019_Ebook.pdf)

<sup>12</sup> The evaluation is ongoing and expected to be completed by February 2023.

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight<sup>13</sup> and the UNIDO Evaluation Policy<sup>14</sup>. It will adopt a participatory approach to ensure the involvement of all stakeholders, Government representatives, relevant national counterparts, donors and beneficiaries, and UNIDO and project staff, and others as relevant.

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

As to data collection and analysis, the evaluation team will use the following main instruments.

- **Desk review of documents and database** (available and PCP-related documentation, such as PCP project documents, progress reports, mission reports, technical reports, UNIDO Open Data Platform, evaluation reports)
- **Stakeholder consultations**, conducted through structured and semi-structured interviews and focus group discussions
- **Surveys**. An electronic survey would be undertaken to collect a variety of perspectives and information from UNIDO staff and stakeholders involved in PCPs.
- **SWOT analysis**.

The evaluation team should ensure that the findings are evidence-based. This implies that all perceptions, hypotheses and assertions obtained in interviews will be validated through secondary filtering and cross checks by a triangulation of sources (a broad range of stakeholders including government counterparts, private sector representatives, policy makers, other UN organizations, multilateral organizations, bilateral donors, implementing partners and the beneficiaries), methods, data, and theories.

The evaluation will consider findings of relevant previous evaluations and assessments (ref. Annex 6. Preliminary list of reference documents/websites) and review evidence of follow up to recommendations and the use of lessons learned at organizational level.

The evaluation team will assess the validity of the PCP theory of change that was developed during the PCP mid-term evaluation in 2017 to better understand the PCP concept and to provide an analytical framework against which the PCP framework could be evaluated. It will also review the theories of change reconstructed by the evaluations of the PCPs in Ethiopia and Senegal. If necessary, the evaluation team will reconstruct a revised ToC of the overall PCP framework.

The evaluation will be implemented in the following phases, which are not strictly sequential, but in many cases interactive, and might be conducted in parallel and partly overlap.

- i. Desk review and data analysis
- ii. Inception report
- iii. Interviews with stakeholders and UNIDO staff
- iv. Preliminary findings, conclusion, recommendations, lessons learned
- v. Draft report and factual validation by stakeholders (including, donors, steering committee, and government counterparts), and UNIDO staff
- vi. Final report

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<sup>13</sup> UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

<sup>14</sup> UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, 1 June 2018)

These evaluation terms of reference provide some information on the methodology, but are not exhaustive. The evaluation team will elaborate further on an appropriate and more detailed methodology that shall be presented in the inception report.

## VI. EVALUATION QUESTIONS AND REVIEW CRITERIA

The evaluation will use standard UNIDO Evaluation criteria (effectiveness, impact, relevance, coherence, efficiency and sustainability) as well as cross-cutting criteria, such as gender equality, human rights, social standards and environmental safeguards to assess the validity and success of the PCP framework. The main indicative evaluation questions are:

- 1) To what extent are the PCP features in place/fulfilled/implemented?
- 2) To what extent is the PCP framework contributing to UNIDO's mandate, goals and priorities?
- 3) To what extent does the PCP framework contribute to the Agenda 2030 and its development goals?
- 4) To what extent do PCPs contribute to a much larger development impact than traditional other approaches used in UNIDO (e.g. Country Programmes and stand-alone interventions?) What difference does the PCP framework make?
- 5) To what extent does the PCP framework respond to actual needs of the countries?
- 6) How does the PCP framework fit into the United Nations Sustainable Development Cooperation Framework (UNSDCFs)?
- 7) To what extent are the different UNIDO interventions at country level integrated, thus contributing to the expected larger scale impact?
- 8) Is the institutional organizational set up, i.e. organizational structure, roles, responsibilities and availability of human and financial resources, adequate for further developing and implementing the PCP framework?
- 9) To what extent have the recommendations of previous PCP evaluations been implemented?

### *Cross-Cutting Dimensions (Gender/Human Rights/Social and Environmental Safeguards)*

- 10) To what extent was the gender dimensions considered in the PCP framework?
- 11) Did the PCP framework consider Human Rights and Social Safeguards?
- 12) To what extent were environmental impacts addressed?

These questions will be revised in the inception phase, and the evaluation team will further review/propose additional or complementary questions, on the basis of their evaluability in light of available information and resource constraints. The ET shall develop an evaluation matrix as part of the inception report.

## VII. TIME SCHEDULE AND DELIVERABLES

The Evaluation of UNIDO's Programme for Country Partnership framework will be conducted from November 2022 to March 2023.

Activity	Responsibility	Estimated month
Preparation of evaluation terms of reference	EIO	November 2022



<b>Activity</b>	<b>Responsibility</b>	<b>Estimated month</b>
Identification and recruitment of evaluation team (ET) members	EIO	November 2022
Literature review and preparation of evaluation methodology	ET	December 2022
Inception report	ET	January 2023
Interviews with UNIDO staff and PCP stakeholders; Presentation of preliminary findings to Field stakeholders	ET, supported by EIO	January 2023
Preparation of draft report	ET	February 2023
Presentation of preliminary findings at UNIDO HQ	ET	February 2023
Review of draft evaluation report, based on stakeholder feedback and submission of final report	ET	February 2023
Issuance of final report	EIO	March 2023

## **VIII. EVALUATION TEAM COMPOSITION**

The evaluation team comprises:

- 1) One international senior evaluation consultant with strong expertise in evaluation and developmental cooperation
- 2) Two EIO Evaluation staff members,

The tasks of the international senior evaluation consultant are detailed in the job description, attached to these terms of reference (see Annex 2). All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

## **IX. QUALITY ASSURANCE**

All UNIDO evaluations are subject to quality assessments by the UNIDO Office of Evaluation and Internal Oversight. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on evaluation methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality in annex 3 to these evaluation terms of reference.

Overview on PCP Countries <sup>15</sup>					
Country	PCP full title	SAP ID	Start	End	Budget
ETHIOPIA	Programme for Country Partnership in Ethiopia	150037	15.02.2015	30.06.2020	\$1,058,154
SENEGAL	Programme for Country Partnership in Senegal	150038	15.02.2015	31.12.2022	\$1,018,023
PERU	Programme for Country Partnership, Peru - Fostering Productive Diversification	150413	02.11.2015	31.12.2022	\$1,146,804
KYRGYZSTAN	Programme for Country Partnership for Kyrgyzstan ( <i>undergoing programming</i> )	160107	01.07.2016	01.08.2021	\$188,902
CAMBODIA	Cambodia Programme for Country Partnership (PCP): Towards a sustainable, skill-based and export-oriented economy	170241	01.01.2018	31.12.2023	\$133,789
MOROCCO	Programme for Country Partnership in Morocco	180052	20.03.2018	31.12.2023	\$649,918
EGYPT	Programme for Country Partnership in Egypt	190029	01.04.2019	31.12.2024	\$432,303
RWANDA	Programme for Country Partnership in Rwanda ( <i>undergoing programming</i> )	190322	01.10.2019	31.12.2024	\$61,500
ZAMBIA	Programme for Country Partnership Zambia 2021-2026	190132	01.03.2020	31.12.2026	\$347,958
CÔTE D'IVOIRE	<i>Programme for Country Partnership (undergoing programming)</i>	200034			
TANZANIA	<i>Programme for Country Partnership (undergoing programming)</i>				
NIGERIA	<i>Programme for Country Partnership (undergoing programming)</i>				

<sup>15</sup> UNIDO Open Data Platform

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

<b>Title:</b>	<b>International Senior Evaluation Consultant</b>
Main Duty Station and Location:	Home-based
Mission/s to:	UNIDO HQ (Vienna, Austria)
Start of Contract (EOD):	1 December 2022 (WAE)
End of Contract (COB):	31 March 2023
Number of Working Days:	40 days spread over 4 months

ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO) is responsible for the independent evaluation function in UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the Organization's programmatic and strategic decision-making processes. Independent reviews 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. UNIDO Evaluation function is guided by the Charter of the Office of Evaluation and Internal Oversight (EIO) and the UNIDO Evaluation policy, which is aligned to the norms and standards for evaluation in the UN system.

Under the supervision of the Director, EIO, the international senior evaluation consultant will conduct the independent evaluation of UNIDO's Programme for Country Partnership (PCP) Strategic Framework. The international senior evaluation consultant will carry out the following duties:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable Outputs</b>	<b>Expected duration (work days)</b>	<b>Location</b>
<ul style="list-style-type: none"> <li>- Literature review of PCP-related and other relevant documents.</li> <li>- Define technical questions and determine key data to be collected; adjust the key data collection instruments as needed.</li> <li>- Develop interview guidelines/questionnaire/survey</li> </ul>	<p>Analytical assessment of PCP model/programmatic approach.</p> <p>List of issues to be clarified in line with evaluation questions.</p> <p>Preliminary data collection methods and tools and interview guidelines/questionnaires/survey (if applicable)</p>	10 days	Home-based
<ul style="list-style-type: none"> <li>- Online briefing with UNIDO EIO</li> <li>- Preliminary HQ interviews (online) with relevant UNIDO staff</li> </ul>	Information collected and analysed	5 days	Home-based
Preparation of the inception report based on the desk review and preliminary interviews	Inception Report (incl. proposed methodology, evaluation work plan, evaluation matrix);	5 days	Home-based

MAIN DUTIES	Concrete/ measurable Outputs	Expected duration (work days)	Location
<ul style="list-style-type: none"> <li>- Mission to UNIDO HQ: interviews with UNIDO staff / PCP stakeholders</li> <li>- Virtual Interviews with PCP stakeholders</li> </ul>	Evaluation data collected (incl. surveys, interview notes, other)	8 days	Vienna, Austria  Home-based
Debriefing / Presentation of preliminary findings and recommendations to UNIDO management and staff	Presentation of preliminary findings.	2 days	Home-based
Evaluation report: <ul style="list-style-type: none"> <li>- Prepare draft evaluation report for comments by EIO, and stakeholders;</li> <li>- Integrate comments from stakeholders</li> <li>- Prepare final draft evaluation report for approval by EIO</li> </ul>	Draft report / Final report	10 days	Home-based
<b>Total</b>		<b>40 days</b>	

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in a field related to development studies, economics, public administration, business administration, or related areas

**Technical and functional experience:**

- Minimum of 15 years' experience in evaluation and strategic work at the international level, incl. with UN organizations
- Knowledge of multilateral technical cooperation and the UN, international development priorities and frameworks
- Proven practical experience in evaluating high-level and strategic issues with a UN and international development agency
- Working experience in developing countries
- Good knowledge of UNIDO activities and working experience within the UN system
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical and drafting skills

**Languages:** Fluency in written and spoken English is required.

#### REQUIRED COMPETENCIES

**Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies:**

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

***Managerial competencies*** (as applicable):

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

**Impartiality:**

According to the UNIDO evaluation policy, 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 projects/programme of the evaluation subject before the completion of her/his contract for this evaluation.

## **Acronyms and Abbreviations**

### **Glossary of Terms**

#### **Executive Summary**

Evaluation purpose and methodology

Key findings

Conclusions, Recommendations and Management Action Plans (MAPs), Lessons learned

## **MAIN REPORT:**

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### **I. INTRODUCTION**

1.1 Overview of the PCP framework

1.2 Evaluation purpose, objectives

1.3 Evaluation scope and focus

1.4 Evaluation Methodology

1.5 Theory of Change

1.6 Evaluation principles and ethics

1.7 Limitations of the Evaluation

### **II. ASSESSMENT OF THE PCP FRAMEWORK**

2.1 Contribution to Development Results - Effectiveness and Impact

2.1.1 Overall effectiveness

2.1.2 Contribution to higher-level impacts/transformational change

2.2 PCP framework

2.2.1 Design

2.2.2 Relevance

2.2.3 Coherence

2.2.4 Efficiency

2.2.5 Sustainability

2.2.6 Gender mainstreaming

2.2.7 Human Rights and Social Safeguards

2.2.8 Environmental standards

### **III. Factors facilitating or limiting the success**

3.1 Monitoring & evaluation

3.2 Results-Based Management

3.3 Other factors

3.4 Overarching assessment and rating table

### **IV. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED**

3.1 Conclusions

3.2 Recommendations and Management Action Plans (MAPs)

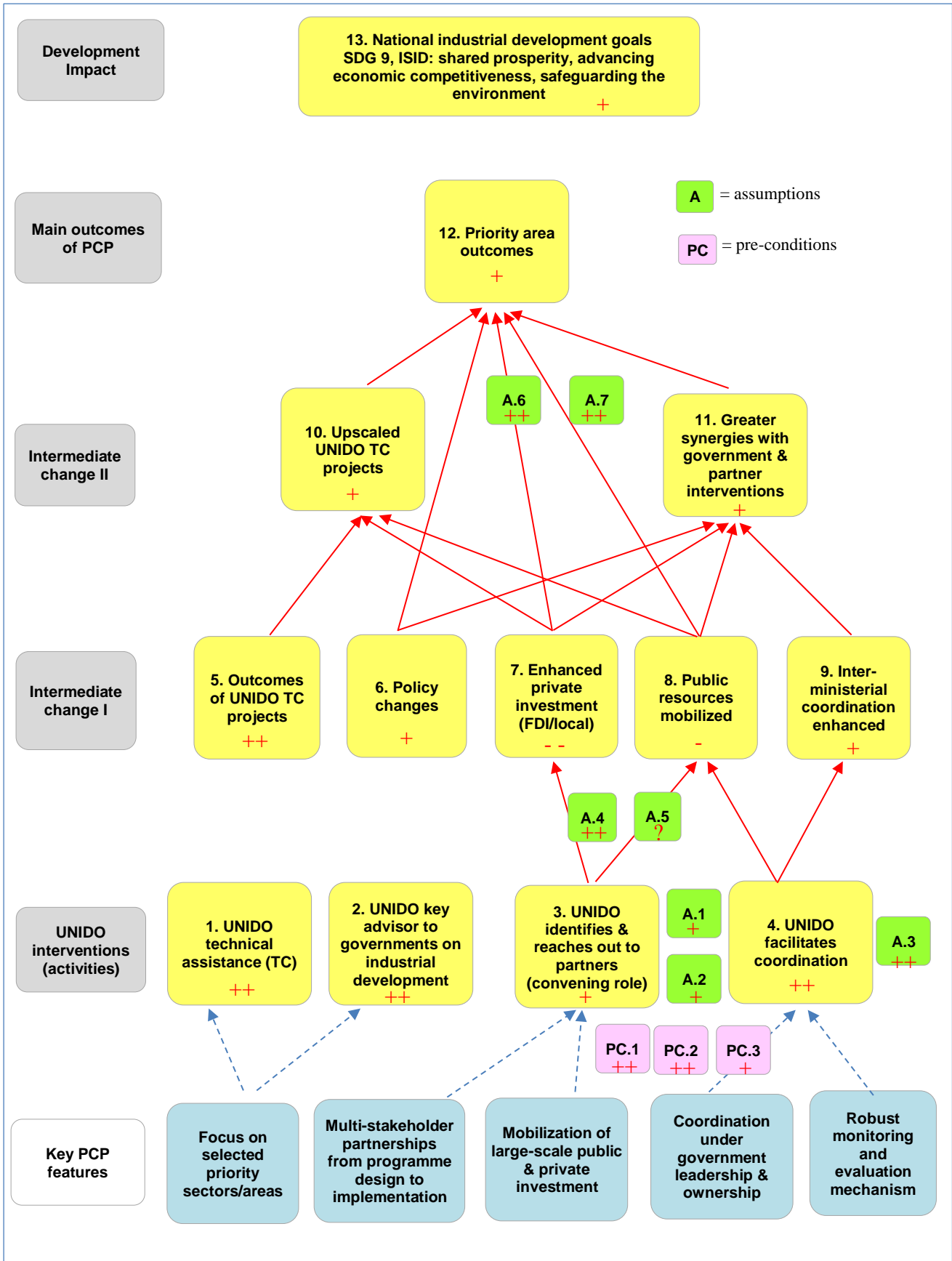
3.3 Lessons Learned

### **V. ANNEXES**

- Annex A: Terms of reference
- Annex B: Evaluation Matrix
- Annex C: List of documentation reviewed
- Annex D: List of interviewees
- ...

Project Title:  
 UNIDO Project No./ID:  
 Evaluation team leader:  
 Quality review done by:  
 Date:

Report quality criteria		UNIDO EIO/IED assessment notes	Rating
<b>A.</b>	Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
<b>B.</b>	Was the evaluation objective clearly stated and the methodology appropriately defined?		
<b>C.</b>	Did the report present an assessment of relevant outcomes and achievement of project objectives?		
<b>D.</b>	Was the report consistent with the ToR and was the evidence complete and convincing?		
<b>E.</b>	Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
<b>F.</b>	Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
<b>G.</b>	Did the report include the actual project costs (total, per activity, per source)?		
<b>H.</b>	Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
<b>I.</b>	Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
<b>J.</b>	Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
<b>K.</b>	Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
<b>L.</b>	Was the report delivered in a timely manner? (Observance of deadlines)		
<p><b>Rating system for quality of evaluation reports</b>            A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			





ToC Rating scale:

+++ highly satisfactory

++ satisfactory

+ moderately satisfactory

- moderately unsatisfactory

-- unsatisfactory

--- highly unsatisfactory

? unclear/not enough evidence

Rating scale for assumptions:

+++ highly accurate

++ accurate

+ moderately accurate

- moderately inaccurate

-- inaccurate

--- highly inaccurate

? uncertain/not enough evidence

### **Programme for Country Partnership (PCP) key documents**

- Programme for Country Partnership in Ethiopia (2014)
- Programme for Country Partnership in Senegal (2014)
- Programme for Country Partnership for the Republic of Peru 2017-2022 (2017)
- Programme For Country Partnership - Cambodia 2020 – 2023
- Programme de Partenariat Pays entre l'ONUDI et le Royaume du Maroc 2019-2023 (2019)
- Programme for Country Partnership between UNIDO and the Arab Republic of Egypt 2020-2024 (2019)
- Programme for Country Partnership between UNIDO and the Republic of Zambia 2021-2026 (2021)
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