



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

**Synthesis of UNIDO Independent Evaluations  
2018-2022**

Independent Evaluation Unit (IEU)  
Office of Evaluation and Internal Oversight (EIO)

Vienna, February 2023

## Terms of Reference

### Synthesis of UNIDO Independent Evaluations 2018-2022

#### Background

The UNIDO 2022-2025 Medium-Term Programme Framework emphasizes the importance for the Organization to manage and demonstrate results: ‘Effective and efficient management for results at all levels underpins UNIDO’s programmatic framework. It enables integrated, impact- and quality-driven programme management that, in turn, is crucial to drive development results at scale. It also enables optimal internal operations, a precondition for the Organization’s health and the successful delivery of contributions to Inclusive and Sustainable Industrial Development and the Sustainable Development Goals’.<sup>1</sup> Since 2019 UNIDO corporate results framework – the ‘Integrated Results and Performance Framework (IRPF)’ – has regularly reported on the assessment of independently evaluated projects and programmes in terms of relevance, effectiveness, efficiency, sustainability and other cross cutting criteria. To contribute to the efforts, the Office of Evaluation and Internal Oversight (EIO) will conduct a review: Synthesis of UNIDO independent project evaluations from July 2018 to December 2022. This exercise was approved as part of 2022-2023 EIO Evaluation Work Plan.

Since 2010, EIO has consistently taken stock of past independent evaluations and has consolidated key findings and lessons into synthesis reports to promote learning at UNIDO. Building on this work, the Synthesis of Evaluations will provide a systematic overview of independent evaluations. It will provide some indicators related to Programme Management Effectiveness in the IRPF (e.g. Programmes/projects rated successful at completion by evaluation in terms of relevance, effectiveness, efficiency, sustainability; programmes/projects management and monitoring and evaluation (M&E)).

#### Objectives and scope

The purpose of the Synthesis of Evaluations is to provide an overview of independent project evaluations conducted between July 2018 to December 2022, with the aim to enhance the learning at UNIDO and to further improve the organization’s effectiveness and efficiency. The Synthesis will identify and capture accumulated knowledge and systemic issues from project evaluations to feed into UNIDO’s decision-making process in an effective way. It will aggregate key evaluation ratings from each independent project evaluation in terms of relevance, effectiveness, efficiency, impact and sustainability and other cross-cutting evaluation criteria, as applicable.

---

<sup>1</sup> UNIDO 2021, Medium-term programme framework 2022–2025 - Integration and scale-up to build back better, Proposal by the Director General.  
<https://www.unido.org/api/opentext/documents/download/20947253/unido-file-20947253>

In addition, the synthesis will highlight key learning topics, trends, systemic issues, and potential areas for improvement from the evaluations.

The exercise will cover 75 independent project/programme terminal evaluations conducted by EIO between July 2018 and December 2022.

The primary audience of the exercise includes UNIDO Management and staff, the Member States, donors and partners. The report will also be useful to the wider development community.

## Methodology

This synthesis will follow a meta-evaluation approach using desk review of the independent evaluation reports. The team will explore possibilities of using the artificial intelligence tool for data extraction and analysis.

## Team composition

The review team will be composed of:

- One International Evaluation Consultant
- One Evaluation Officer from EIO/IEU
- One Evaluation Analyst from EIO/IEU

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

## Stakeholder engagement and dissemination

Stakeholder engagement will be sought throughout the exercises to solicit stakeholder feedback and comments to improve the relevance and accuracy of the report, and to promote the utility of the report once it is finalized.

As per standard practice in evaluations, the report will be presented to UNIDO Management and staff, Member States and other partners, and will be made available publicly in UNIDO's website. Knowledge products summarizing key findings will also be produced and disseminated.

## Work Plan

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

- i. Inception phase and Desk review of evaluation reports
- ii. Data analysis and report writing
- iii. Finalization of report and preparation of knowledge products and dissemination

Tentative timelines

Timelines	Tasks
Feb 2023	ToR finalization Recruitment of consultants
Mar	Inception phase: preparing templates and tools to be used; Testing tool for initial desk review and evaluation summaries; finalizing tools and templates; dividing tasks among the review team
Mar	Desk review of evaluation reports
April	Analysing data, drafting the report
May	Draft report
May	Review of draft report, based on stakeholder feedback and submission of final report
June	Final report issuance and Evaluation Synthesis infographic

## Annex 1. Report structure

(to be discussed/reviewed during the inception phase)

Acronyms and Abbreviations

Glossary of Terms

### **Executive summary (maximum 2 pages)**

Purpose and methodology of the synthesis report

Key findings

Conclusions and recommendations

Tabular overview of key findings – conclusions – lessons

### **1. Introduction**

### **2. Overview of the Evaluation Synthesis**

2.1. Purpose, Objectives and Scope

2.2. Methodological issues and limitations

### **3. Overview of evaluated projects, countries and themes**

### **4. Performance of evaluated projects and programmes**

4.1. Overall performance

4.2. Overall ratings by evaluation criteria

4.3. Project design

4.4. Relevance and coherence

4.5. Efficiency

4.6. Effectiveness

4.7. Progress to impact

4.8. Sustainability

4.9. Systemic cross-cutting issues (e.g. Gender mainstreaming, M&E, HR, ESS, if available)

4.10. Gender equality and mainstreaming

4.11. Co-financing

4.12. Performance of partners

### **5. Conclusions, lessons learned and potential areas for improvement**

5.1. Conclusions and lessons

5.2. Areas for improvement

### **Annexes**

- List of documentation reviewed

## Annex 2.

### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

<b>Title:</b>	International Evaluation Consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	To be confirmed
<b>Start of Contract (EOD):</b>	1 March 2023
<b>End of Contract (COB):</b>	30 June 2023
<b>Number of Working Days:</b>	33 working days spread over the above mentioned period

#### ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO), through its Independent Evaluation Unit (EIO/IEU) of 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.

#### PROJECT CONTEXT

As per details provided in the Terms of Reference for the “Synthesis of UNIDO Independent Evaluations 2018-2022” which is included in the approved EIO evaluation Work Programme 2022-2023.

**Duties:** In collaboration with other evaluation team members, and under the supervision of the responsible Evaluation Officer of EIO/IEU, the International Evaluation Consultant will carry out the duties as per the table below. He/she will perform the following tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<b>Desk study and preparation</b> <ul style="list-style-type: none"><li>Initial review UNIDO evaluation reports from July 2018 to Dec 2022.</li><li>Develop review methodology and tools</li></ul>	Analytical overview of available documents Templates for evaluation summaries and other tools to extract UNIDO results and performance in a meaningful way jointly developed with the review team	3	Home-based, online

<b>MAIN DUTIES</b>	<b>Concrete/ Measurable Outputs to be achieved</b>	<b>Working Days</b>	<b>Location</b>
<b>Desk review and data analysis</b> <ul style="list-style-type: none"> <li>Review project/programme evaluation reports</li> <li>Analyse data and aggregate information to identify systemic issues and learning and make assessment</li> </ul>	Key systemic issues and learning from strategic/thematic evaluations A number of project evaluation summaries	19	Home-based
<b>Drafting report</b> <ul style="list-style-type: none"> <li>Analyse project evaluation summaries to feed into the report</li> <li>Prepare the draft report</li> <li>Integrate contribution by other team members into the report</li> </ul>	Zero draft report	8	Home-based
•			
<b>Finalization report</b> <ul style="list-style-type: none"> <li>Adapt the draft report in light of additional evidence presented or factual corrections made</li> <li>Integrate comments from stakeholders with regard to assessment, recommendations and lessons</li> <li>Finalize the draft report and submit it to EIO</li> </ul>	Final report	3	Home-based
<b><u>TOTAL</u></b>		<b><u>33 days</u></b>	

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

- Advanced university degree in economics, development studies or other relevant fields related to industrial development;

### **Technical and Functional Experience**

- Minimum 15 years of professional experience in programme/project evaluation; development projects, including evaluation experience at the international level involving technical cooperation in developing countries;
- Extensive knowledge and experience in the field of industrial development;
- Experience in conducting corporate level evaluations and review of UN or development organizations;
- Extensive experience in evaluation and supervision of evaluation teams;
- Excellent drafting skills;
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks (MDGs, SDGs, Paris Declaration, etc.) desirable;
- Knowledge of UNIDO activities will be an asset.

**Languages:** Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

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

## **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.