



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent terminal evaluation of project**

**Environmentally sound management of municipal and hazardous solid waste to reduce  
emission of unintentional POPs - Implementation Phase**

**UNIDO ID: 100114**

**GEF Project ID: 4888**

**August 2022**

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## I. PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>12</sup>

Project title	Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs - Implementation Phase
UNIDO ID	100114
GEF Project ID	4888
Region	Africa
Country	The Republic of Senegal
Project donor(s)	GEF
Project implementation start date	20 January 2015
Expected duration	60 months
Expected implementation end date	19 October 2022
GEF Focal Areas and Operational Project	Persistent Organic Pollutants
Implementing agency(ies)	UNIDO
Government coordinating agency	Ministry of Environment and Sustainable Development (MEDD) - Directorate of Environment and Hazardous Facilities (DEEC), Ministry of Planning and Local Governments, Municipalities of Tivaouane and Ziguinchor
Donor funding	USD 2,000,000
Project GEF CEO endorsement / approval date	14 October 2014
UNIDO input	USD 50,000 (cash)
Co-financing at CEO Endorsement, as applicable	USD 17,030,186
Total project cost (USD), excluding support costs and PPG	USD 19,030,186
Mid-term review date	September 2019
Planned terminal evaluation date	January – March 2023

(Source: Project document)

### 2. Project context

The Direction of Environment and of Classified Establishment (DEEC) of the Ministry of Environment and Sustainable Development (MEDD) is responsible for the sound management of industrial hazardous waste and contaminated sites in Senegal. The category of industrial waste – which has become a top strategic priority of the Republic of Senegal - generally includes non-hazardous waste, medical waste, electronic waste, and hazardous wastes. The PNGD, "*Programme National de Gestion des Déchets*", is a national initiative of the government funded by the Islamic Bank of Development to promote the sound waste management in the country.

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<sup>1</sup> Data to be validated by the Consultant

Senegalese municipalities have major difficulties to manage solid municipal waste. In the best cases, there is only a primary waste collection done by NGOs or small local companies; the waste is either left in a transfer site which becomes a dump site or dumped in an open and uncontrolled landfill, where waste is incinerated in an open-burning condition.

The project focuses on the waste management business sector development in the two cities of Tivaouane and Ziguinchor, selected due to their small scale dump sites. A competitive selection process was undertaken to select pilot municipalities. The submitted proposals were evaluated by criteria such as investment and performance of the past 5 years, investment plans for the coming 5 years, sustainability of the project intervention and cofinancing opportunities.

The PNGD aims at assisting the municipality government to improve the waste management by addressing the social need for keeping good quality of life and generating employment opportunities.

The UNIDO/GEF project provides technical contribution to ensure that PNGD's intervention is complying with the best available technique and best environmental practice (BAT/BEP) to reduce the emission of uPOPs.

Among the main problem the project seeks to address we find: i) a need to improve the municipalities' hazardous waste management including medical wastes, electric and electronic wastes, lead and mercury containing wastes; ii) a need to develop both hazardous and non-hazardous waste sound management in partnership with co-financing partners.

This seeks to obtain improvements in the waste management operations of main stakeholders, especially existing private and informal sectors to revamp their business and operations for sound waste management in Senegal. The project contributes to strengthening of the local capacities to properly absorb the knowhow and develop business in a competitive manner so as to offer waste management services sustainably and reduce POPs emissions. The project activities conducted in the two selected municipalities will serve as examples to be replicated in other municipalities at both national and regional levels.

### **3. Project objective and expected outcomes**

The overall objective of the project is to reduce releases of POPs from hazardous and municipal waste by strengthening the technical and institutional capacities of a group of private sectors able to sustain and replicate BAT/BEP demonstrated under project as part of the implementation of the National Implementation Plan (NIP) under the Stockholm Convention.

#### *Expected Outcomes:*

Outcome 1: Legal framework and institutional capacities for sound management of hazardous and other wastes strengthened, put in place, and sustained

- ✓ Output 1.1 Existing laws and regulations on the sound management of hazardous and other wastes assessed and the gaps and needs identified
- ✓ Output 1.2 Legal frameworks and institutional capacities to support the environmentally sound management of hazardous and other wastes strengthened
- ✓ Output 1.3. Technical guideline/toolkit on BAT/BEP (in a gender sensitive way) on how to conduct sound waste management in the country developed
- ✓ Output 1.4 National government and municipality officers trained with gender considerations to develop sound waste management complying with the regulation and enforcement requirement

Outcome 2: Stakeholders ready to be engaged in properly disposing, sorting and recycling hazardous and other wastes

- ✓ Output 2.1 National government officers trained on how to establish sound waste management
- ✓ Output 2.2 Municipal government officers trained on how to conduct sound management are provided
- ✓ Output 2.3 Gender-sensitive awareness raising events held and relevant materials on sound waste management activities distributed for the general public
- ✓ Output 2.4 General public trained on reduce, reuse and recycle (3R) and good waste separation practice
- ✓ Output 2.5 Business operations in private sectors working on sound waste management improved

Outcome 3: Sound management operations of hazardous and other wastes improved

- ✓ Output 3.1 Hazardous Waste Management Action Plans reviewed and formulated at municipality levels
- ✓ Output 3.2 Facilities established and used to properly collect hazardous and other wastes within the municipalities
- ✓ Output 3.3 Waste interim storage and sorting facilities established and used by the stakeholders of the selected municipalities
- ✓ Output 3.4 Recycling facilities established and used within the municipalities
- ✓ Output 3.5 The management of final disposal facilities reinforced for hazardous and other wastes in the municipalities
- ✓ Output 3.6 Waste management operations by the companies at the municipal levels improved
- ✓ Output 3.7 Open burning controlled to reduce uPOP emissions

#### **4. Project implementation arrangements**

UNIDO is the Implementing Agency (IA) of the Project. UNIDO is also responsible for recruiting international experts, international travel and international procurement of goods and services.

Project Steering Committees (PSC): According to the project document, the eight membership of PSC comprising representative from UNIDO, Department of Economic and Financial Cooperation (DCEF) of the Ministry of Economy, Finance and Planning (MEFP), the Directorate of Investment of the MEFP, the Department of the Environment and Classified Establishments (DEEC), the municipalities of Tivaouane and Ziguinchor, the PNGD and the Project Management Unit (PMU) which provides the secretariat. PSC defines the orientations, is responsible for monitoring the achievement of the project results, approves the annual, technical and financial reports and validates the annual work plans and the related budget.

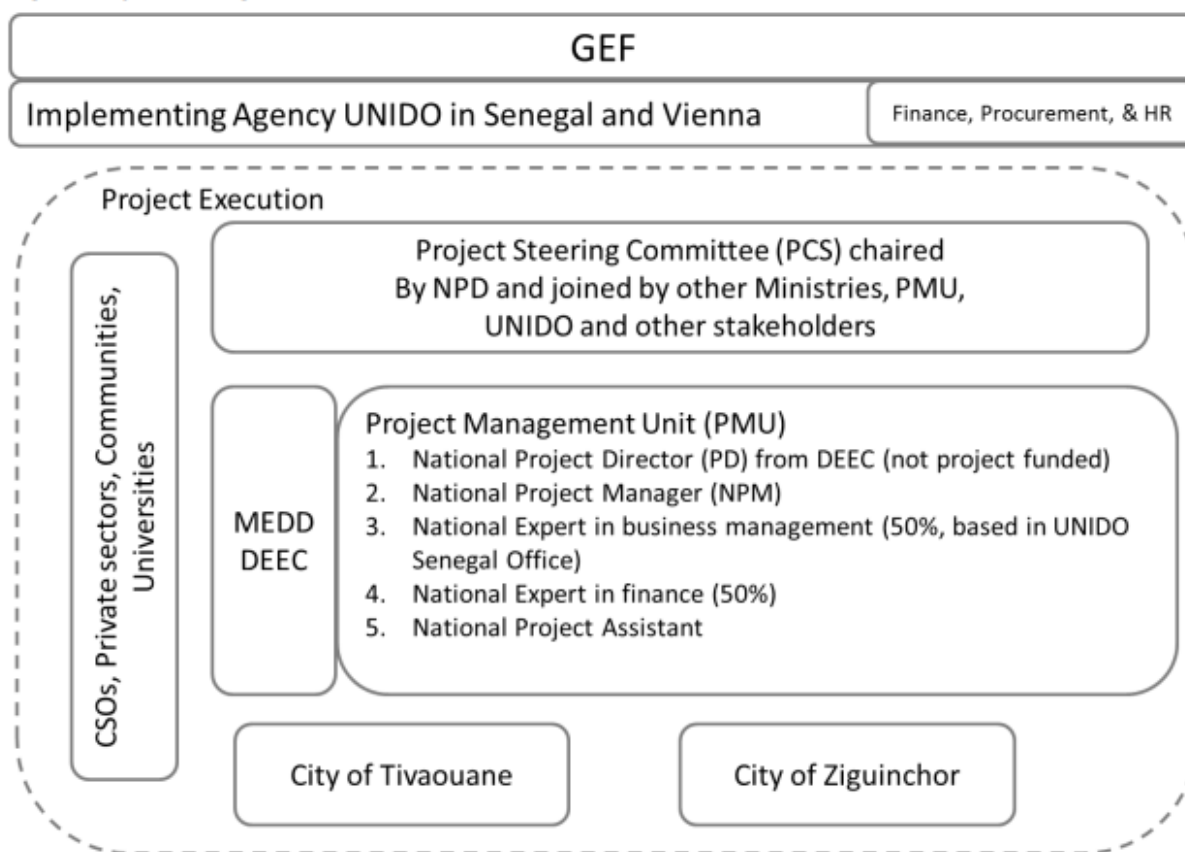
Technical Committee (TC): The TC is composed of key actors who can give technical advice on the choices proposed by the project management unit. It supports PSC in the implementation of the Project.

Project Management Unit (PMU): PMU is in charge of coordinating, implementing and monitoring all projects' operations. It is composed of full-time and part-time staff. Full time staff are National Coordinator (NC), Project Administrative and Financial Assistant (AAF), Secretary of direction, two drivers, Service Agent and Materials Accountant.

Local Committee (LC): The LC is established in each of the two municipalities. It tracks the implementation of project activities.

Other stakeholders are civil society organizations, private sectors, communities and universities.

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



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

Among the main findings stemming from the Mtr conducted in 2019:

**Project design:** The project is designed to reduce POPs emissions from hazardous and municipal waste by strengthening the technical and institutional capacities of a group of private sectors able to sustain and popularize the BAT/BEP demonstrated by the project as well as its results and expected outputs is more than relevant for the target groups of interventions. However, the two beneficiaries of BAT/BEP for the management of health care waste (HCW) namely the health district of Tivaouane and the regional hospital of Ziguinchor were not involved in the formulation of the project. To facilitate project planning, monitoring and evaluation, the project document has provided a results/resources framework. Nevertheless, the logical framework of the project had not been elaborated in the project document.

**Relevance:** In accordance with Article 7 of the Stockholm Convention on POPs, Senegal developed and submitted its NIP for the said Convention in 2005. The results of the inventories of the POPs showed that the activities that generated the more unintentional POPs (uPOPs) were solid municipal waste management, HCW management, open burning of agricultural residues and bushfires. These results were confirmed by the uPOP inventory carried out as part of the NIP updated in 2016. It should also be recalled that the problem of waste management was a major concern of the Senegalese government, which had manifested it even before the formulation of PRODEMUD by launching its National Waste Management Programme called *Programme national de gestion des déchets* (PNGD) in July 2013 to provide an effective and sustainable response to the problem of waste management.

**Effectiveness:** Six months after its closure, only the result 2 is reached with satisfaction of the beneficiaries who have all recognized the added value of the different training they received from the project. Outcome 1 cannot, at this stage, be considered as achieved since although the draft legislative on the organization of hazardous waste management in Senegal has been validated, it is still not yet adopted by the government.

**Efficiency:** Implementation of the project officially started in January 2015 and was planned for a duration of 5 years to end of January 2020. The project wasn't granted an extension since it started. Only 43 out of 160 national activities have been completed by the countries implying that 117 activities were not undertaken, and yet at least 50% for total expenditure.

**Sustainability:** While socio-political, institutional and governance risks are moderately likely, some financial and environmental risks have been identified.

The two main recommendations addressed to UNIDO are:

R1 - At this stage of implementation of the project, which has been delayed by almost two years in the start-up of activities for various reasons mentioned in this report, only two of the three expected outcomes are on track to be achieved. The effective achievement of these outcomes, as well as the third, which will enable results to be realized in the field, notably through the establishment of infrastructures for sorting and recycling municipal solid waste and hazardous waste, would require an extension of the project to at least 12 months. Failure to achieve this result could be a source of disappointment for the populations of these two municipalities who have raised great hopes for this project and could set an unfavorable precedent for the success of future initiatives.

R2- Accelerate as much as possible the disbursement and recruitment procedures of service providers, etc

## 6. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
Financing (GEF / others)		2,000,000	2,000,000
Co-financing (Cash and In-kind)		17,030,186	17,030,186
<b>Total (\$)</b>		<b>19,030,186</b>	<b>19,030,186</b>

Source: CEO endorsement document

Table 2. Financing plan summary - Outcome breakdown<sup>3</sup>

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
1. Legal framework and institutional capacities for sound management of hazardous and other wastes strengthened, enacted, and sustained	293,667	1,435,708	<b>1,729,375</b>
2. Stakeholders ready to be engaged in properly disposing, sorting and recycling hazardous and other wastes	185,333	1,486,780	<b>1,672,113</b>
3. Sound management operations of hazardous and other wastes improved	1,235,000	13,197,010	<b>14,432,010</b>
<b>4. M&amp;E</b>	106,000	536,688	<b>642,688</b>
<b>Total (\$)</b>	<b>1,820,000</b>	<b>16,656,186</b>	<b>18,476,186</b>

Source: CEO endorsement document

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Ministry of Environment and Sustainable Development (MEDD) - Directorate of Environment and Hazardous Facilities (DEEC)  <i>(national Government)</i>	3,955,000	1,493,000	5,448,000
PNGD of the Ministry of Planning and Local Governments  <i>(national Government)</i>		6,775,650	6,775,650
Municipality of Ziguinchor  <i>(Local Government)</i>	1,554,863	3,109,725	4,664,588
Municipality of Tivaouane  <i>(Local Government)</i>		91,948	91,948
UNIDO		50,000	50,000

<sup>3</sup> Source: Project document.



<i>(Implementing Agency)</i>			
<b>Total Co-financing (\$)</b>	<b>5,509,863</b>	<b>11,520,323</b>	<b>17,030,186</b>

Source : Project document

Table 4. UNIDO budget execution (Grant 2000002922)

Items of expenditure	2015	2016	2017	2018	2019	2020	2021	2022	Total expend.	%/tot
Contractual Services	770,000	384	-150	664	63,558	2,634	131,479	27,958	996,527	50.6
Equipment	0	0	0	0	260,354	214,930	253,589	12,721	741,594	37.7
International Meetings	5,757	0	0	1,530	3,631	0	0	0	10,918	0.5
Local travel	0	0	0	9,832	8,534	0	0	0	18,366	0.7
Nat. Consult./Staff	0	7,222	4,894	0	8,117	11,951	0	0	32,184	1.8
Other Direct Costs	2,535	85.6	973	0	4,585	2,915	1,669	563	13,325.6	0.6
Premises	0	0	0	0	146,270	-144,000	0	0	2,270	>0.1
Staff & Intern Consultants	4,284	0	5,517	17,122	34,207	35,429	45,741	14,700	157,000	8
<b>Grand Total</b>	<b>784,591</b>	<b>9,707.6</b>	<b>13,251</b>	<b>31,166</b>	<b>531,275</b>	<b>125,879</b>	<b>434,499</b>	<b>57,964</b>	<b>1,972,184.6</b>	<b>100%</b>

Source: UNIDO Project Management database as of August 2022

## II. Scope and purpose of the evaluation

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 1/1/2015 to the estimated completion date in October 2022.

The evaluation has two specific main objectives:

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

## III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>4</sup> and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>5</sup>. 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

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

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

evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

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

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

## 1. Data collection methods

Following are the main instruments for data collection:

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

## 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 details questions to assess each evaluation criterion are in annex 2.

Table 5. Project evaluation criteria

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

### **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***:

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

- c. **Environmental and Social Safeguards**<sup>6</sup>: appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

### 3. Rating system

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

Table 6. Project rating criteria

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

## IV. Evaluation process

The evaluation will be conducted from September to November 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. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Country visits – if international regulations allow;
- v. Data analysis and report writing.

<sup>6</sup> Refer to GEF/C.41/10/Rev.1 available at: [http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev\\_1.Policy\\_on\\_Environmental\\_and\\_Social\\_Safeguards.Final%20of%20Nov%2018.pdf](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)

## V. Time schedule and deliverables

The evaluation is scheduled to take place from January to March 2023. The evaluation field mission –if confirmed at Inception stage- is tentatively planned for February 2023. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Senegal. The tentative timelines are provided in **Error! Reference source not found.** below.

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

Table 7. Tentative timelines

Timelines	Tasks
January 2023	Desk review and writing of inception report
End of January 2023	Briefing with UNIDO project manager and the project team based in Vienna through Skype
February 2023	Field visit to Senegal – to be confirmed at Inception phase
End of February 2023	Debriefing Preparation of first draft evaluation report
March 2023	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
End of March 2023	Final evaluation report

## VI. Evaluation team composition

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

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

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

The UNIDO Project Manager and the project team in Senegal will support the evaluation team. The UNIDO GEF Coordinator and GEF OFP(s) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

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

## **VII. Reporting**

### **Inception report**

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

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>7</sup>.

### **Evaluation report format and review procedures**

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

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

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

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

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

## **VIII. Quality assurance**

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

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

## Annex 1: Project Logical Framework

Interventions	Objectively Verifiable Indicators (Target, TBD: to be determined with more information collected)	Means for Verification	Assumptions	Mitigation Measures
Objective: To reduce POPs releases from hazardous and municipal wastes by strengthening technical and institutional capacities of a group of private sectors which can sustain and replicate the best available technique and best environmental practice (BAT/BEP) demonstrated in the project within the context of the implementation of the National Implementation Plan (NIP) under the Stockholm Convention	<ul style="list-style-type: none"> <li>Number of companies adopting best practices (4)</li> <li>Number of jobs created (male/female) (16/4)</li> <li>Number of general public served by the sound waste management systems established by the project (populations of the two selected municipalities)</li> <li>Estimated amount of unintentional POPs reduced</li> <li>Materials recycled (TBD)</li> <li>Commercial value of materials recycled (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>Record of waste properly handled</li> <li>Copy of contracts for workers</li> <li>Transaction record of materials recycled or sold to recyclers</li> <li>Progress reports with estimated unintentional POPs estimation</li> <li>Comments of people served by the sound waste management systems</li> <li>Budget committed and disbursed by the national and municipal governments and co-financing partners</li> <li>Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>All counterparts in waste management, national government, local governments, private operators and general public are committed and efficient in absorbing sound waste management practices and techniques for the replication</li> </ul>	<ul style="list-style-type: none"> <li>Project activities are designed in consultation with the national and municipal governments, and potential private operators and investors from the beginning including the preparatory phase with a competition between local governments (only two municipal cities out of three will be selected based on their proposals and commitment of the mayors)</li> </ul>
Outcome 1: Legal framework and institutional capacities for sound management of hazardous and other wastes strengthened, enacted, and sustained	<ul style="list-style-type: none"> <li>Number of regulatory framework promoting the sound waste management (environmental policies, strategies, laws) approved/enacted (3)</li> <li>Number of institutions capable of supporting and sustaining the waste management systems and operations (3)</li> </ul>	<ul style="list-style-type: none"> <li>Copies of regulations approved/enacted</li> <li>Training workshop reports</li> <li>Technical guidelines</li> <li>Meeting minutes of Steering Committee</li> <li>Budget and personnel allocated to strengthen institutional capacities</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate regulations and institutions that are agreed, sustainably implemented and enforced will efficiently support the sound management of municipal and hazardous waste</li> </ul>	<ul style="list-style-type: none"> <li>A national government officer will be appointed as National Project Director who will monitor progress and leverage his/her political commitment in the government to enact legal and regulatory measures supporting sound waste management</li> </ul>
Output 1.1 Existing laws and regulations on the sound management of hazardous and other wastes assessed and the gaps and needs identified	<ul style="list-style-type: none"> <li>Number of existing regulations identified on environmentally sound management of municipal and hazardous waste (2)</li> <li>A report on the gaps between the Stockholm Convention requirements and existing legal/regulatory framework and institution to enforce it are identified</li> </ul>	<ul style="list-style-type: none"> <li>Texts of existing laws and regulations</li> <li>Gap assessment report</li> </ul>	<ul style="list-style-type: none"> <li>National government, municipalities, and other stakeholders are willing to share their information on the existing laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders will be consulted in the assessment process</li> </ul>



	<ul style="list-style-type: none"> <li>· A report on the gaps in the national regulation and institutions to enforce it and achieve sound waste management in the country are identified</li> </ul>	<ul style="list-style-type: none"> <li>· Gap assessment report</li> </ul>		
Output 1.2 Legal frameworks and institutional capacities to support the environmentally sound management of hazardous and other wastes strengthened	<ul style="list-style-type: none"> <li>· Number of legal frameworks newly approved and enacted (1)</li> <li>· Number of new guidelines and tools adopted for potential waste management operators (2)</li> </ul>	<ul style="list-style-type: none"> <li>· Legal framework enacted</li> <li>· Copies of guidelines and tools</li> <li>· Training workshop reports</li> </ul>	<ul style="list-style-type: none"> <li>· Government officials are willing and available to participate in training activities</li> <li>· Law-making and regulatory bodies are responsive to recommendations</li> </ul>	<ul style="list-style-type: none"> <li>· Relevant stakeholders are invited as steering committee members and closely informed of the project's needs on the new regulations</li> <li>· Government officials are closely involved in project planning so that the new regulations are practical and meeting the needs at the national and communal levels</li> </ul>
Output 1.3. Technical guideline/toolkit on BAT/BEP (in a gender sensitive way) on how to conduct sound waste management in the country developed	<ul style="list-style-type: none"> <li>· A technical guideline/toolkit is published on how to build and sustainably operate sound waste management in the country (1)</li> <li>· Number of meetings and consultations with all stakeholders including private sector and key stakeholders (3)</li> </ul>	<ul style="list-style-type: none"> <li>· Copies of guidelines/technical tools on sound waste management</li> <li>· Training reports</li> </ul>	<ul style="list-style-type: none"> <li>· National government, municipalities, private sectors, NGOs, and other stakeholders with gender perspectives understand the importance of having a guidelines and are willing to join the drafting process</li> </ul>	<ul style="list-style-type: none"> <li>· Trainings/meetings are conducted to raise awareness on the usefulness of such a guideline and how to use it</li> <li>· A team of national/international experts is contracted to help design the document in consultation with all major stakeholders</li> </ul>
Output 1.4 National government and municipality officers trained with gender considerations to develop sound waste management complying with the regulation and enforcement requirement	<ul style="list-style-type: none"> <li>· Number of trainings (3)</li> <li>· Number of participants/trainees (male/female) (80/20)</li> </ul>	<ul style="list-style-type: none"> <li>· Training programs, materials, and presentations</li> <li>· Participant list with gender segregated information</li> </ul>	<ul style="list-style-type: none"> <li>· National government and municipalities are committed to executing sound waste management taking into account the concerns of the population and private companies</li> </ul>	<ul style="list-style-type: none"> <li>· A competition was established to strengthen the engagement of municipalities: two cities among three with more robust proposals are chosen to select cities with more commitment both from communal organizations and local residents</li> </ul>

Outcome 2: Stakeholders ready to be engaged in properly disposing, sorting and recycling hazardous and other wastes	<ul style="list-style-type: none"> <li>· Number of companies adopting best practices on sound waste management and final disposal options (3)</li> <li>· Number of private sectors which participated in the training (5)</li> <li>· Number of participants/trainees (male/female) (40/10)</li> </ul>	<ul style="list-style-type: none"> <li>· Operators' records on collection, sorting, and recycling following the technical guidelines</li> <li>· Training reports with participant lists (male/female)</li> </ul>	<ul style="list-style-type: none"> <li>· All stakeholders (National, municipalities, private sector and general public) understand their roles in collecting, sorting and recycling wastes for smooth operations</li> </ul>	<ul style="list-style-type: none"> <li>· Each stakeholder receives proper training on their role (national, municipalities, private sectors and general public) and can financially and technically operate the waste management system</li> </ul>
Output 2.1 National government officers trained on how to establish sound waste management	<ul style="list-style-type: none"> <li>· Number of training (1)</li> <li>· Number of participants/trainees (male/female) (24/6)</li> </ul>	<ul style="list-style-type: none"> <li>· Training reports with participant lists (male/female)</li> </ul>	<ul style="list-style-type: none"> <li>· National government officers understand how and why executing sound waste management taking into account gender considerations is important and committed to the execution</li> </ul>	<ul style="list-style-type: none"> <li>· Trainers will be recruited who are familiarized with locally adequate sound waste management and gender issues to provide the training and awareness raising operations</li> </ul>
Output 2.2 Municipal government officers trained on how to conduct sound management are provided	<ul style="list-style-type: none"> <li>· Number of training (2)</li> <li>· Number of participants/trainees (male/female) (32/8)</li> </ul>	<ul style="list-style-type: none"> <li>· Training reports with participant lists (male/female)</li> </ul>	<ul style="list-style-type: none"> <li>· Municipal officers understand how and why executing sound waste management taking into account gender considerations is important and committed to the execution.</li> </ul>	<ul style="list-style-type: none"> <li>· Trainers will be recruited who are familiarized with locally adequate sound waste management and gender issues to provide the training and awareness raising operations</li> </ul>
Output 2.3 Gender-sensitive awareness raising events held and relevant materials on sound waste management activities distributed for the general public	<ul style="list-style-type: none"> <li>· Number of awareness raising events (3)</li> <li>· Number of participants/trainees (male/female) (60/40)</li> </ul>	<ul style="list-style-type: none"> <li>· Copies of advocacy material and movies on sound waste management in the country diffused to the population taking into account the gender dimension</li> </ul>	<ul style="list-style-type: none"> <li>· The general public is interested in learning more on the impact of their behaviors towards waste management</li> </ul>	<ul style="list-style-type: none"> <li>· The project will develop materials that are comprehensive to general public using signs and figures</li> <li>· The project will reach them through media coverage: brochure, TV, and film</li> </ul>
Output 2.4 General public trained on reduce, reuse and recycle (3R) and good waste separation practice	<ul style="list-style-type: none"> <li>· Number of awareness raising events (2)</li> <li>· Number of participants/trainees (male/female) (120/80)</li> </ul>	<ul style="list-style-type: none"> <li>· Training reports with participant lists (male/female)</li> <li>· Copies of training materials</li> </ul>	<ul style="list-style-type: none"> <li>· The general public is willing to cooperate, and understand and accept to be trained for improving waste management</li> </ul>	<ul style="list-style-type: none"> <li>· The project will involve respected local community leaders to convey the information and perform trainings to the population</li> </ul>

Output 2.5 Business operations in private sectors working on sound waste management improved	<ul style="list-style-type: none"> <li>· Number of trainings(2)</li> <li>· Number of private sectors willing to invest their own resources for sound waste management (4)</li> </ul>	<ul style="list-style-type: none"> <li>· Training reports with participant lists (male/female)</li> <li>· Comments given by private sectors</li> </ul>	<ul style="list-style-type: none"> <li>· Potential private companies are willing to improve their business efficiencies at their own cost by participating in the training to deliver services more efficiently and competitively</li> </ul>	<ul style="list-style-type: none"> <li>· The project will involve UNIDO's business development resources to strengthen business capacity and competitiveness of local private companies</li> </ul>
Outcome 3: Sound management operations of hazardous and other wastes improved	<ul style="list-style-type: none"> <li>· Amount of wastes collected, sorted and recycled (tons) (TBD)</li> <li>· Commercial value of materials recycled (USD) (TBD)</li> <li>· Number of new business (2)</li> <li>· Number of jobs created (male/female) (16/4)</li> <li>· Amount of incremental investment (USD) (TBD)</li> <li>· Estimated amount of unintentional POPs reduced</li> </ul>	<ul style="list-style-type: none"> <li>· Operators records on collection, sorting, and recycling</li> <li>· Transaction record of materials recycled or sold to recyclers</li> <li>· Copy of contracts for workers</li> <li>· Project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>· Municipal organizations and other stakeholders are willing to adopt the new business practices and establish financial mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>· Municipalities have submitted their proposals to be chosen for the project and will be involved from the project design phase as well as invited to the project steering committee</li> </ul>
Output 3.1 Hazardous Waste Management Action Plans reviewed and formulated at municipality levels	<ul style="list-style-type: none"> <li>· Number of Waste Management Plans formulated and agreed at the municipality levels (2)</li> </ul>	<ul style="list-style-type: none"> <li>· Copies of Waste Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>· A participatory approach will be adopted in drafting the National Action Plans at municipality levels</li> </ul>	<ul style="list-style-type: none"> <li>· Key stakeholders (including the ones with gender perspectives) and private sectors will be consulted to reflect the local capacities, resources, and requirement.</li> </ul>
Output 3.2 Facilities established and used to properly collect hazardous and other wastes within the municipalities	<ul style="list-style-type: none"> <li>· Total amount of hazardous and other wastes collected (TBD)</li> <li>· Total budget allocated to waste collection by national and municipal governments and operators (TBD)</li> <li>· Revenues generated from collection (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>· Operators' records on collection</li> <li>· Contracts issued to operators</li> <li>· Project monitoring report</li> <li>· Interviews with operators</li> <li>· Financial audit report, if relevant</li> </ul>	<ul style="list-style-type: none"> <li>· All waste is disposed in separate categories so that the collection can be done easily with minimum separation</li> <li>· Municipal governments are committed to imposing penalties on disposers who do not follow the guidelines</li> </ul>	<ul style="list-style-type: none"> <li>· The project will ensure the collection vehicles (trucks, tractors, and/or donkeys) and dumpsters to be purchased, if necessary, put into operations in local areas</li> <li>· The project will support the establishment of a sustainable mechanism for the company to sustain waste collection</li> </ul>
Output 3.3 Waste interim storage and sorting facilities established and used by the stakeholders of the selected municipalities	<ul style="list-style-type: none"> <li>· Total amount of hazardous and other wastes sorted (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>· Operators' records on sorting</li> <li>· Contracts issued to operators</li> </ul>	<ul style="list-style-type: none"> <li>· Some private companies invest for sorting and interim storage facilities for hazardous and other wastes</li> <li>· Financial mechanisms function with revenues generated and some funds reallocated to maintain the facilities</li> </ul>	<ul style="list-style-type: none"> <li>· Potential private companies will be kept informed of the project updates and major decisions through reports, direct communication (appointments, e-mails and phone calls)</li> </ul>

	<ul style="list-style-type: none"> <li>· Total budget allocated to waste sorting by national and municipal governments and operators (TBD)</li> <li>· Revenues generated (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>· Project monitoring report</li> <li>· Interviews with operators</li> <li>· Financial audit report, if relevant</li> </ul>		<ul style="list-style-type: none"> <li>· One private company per municipality will be selected to operate the waste management facilities (engineered landfill, sorting and recycling centre) through bidding</li> </ul>
Output 3.4 Recycling facilities established and used within the municipalities	<ul style="list-style-type: none"> <li>· Total amount of hazardous and other wastes recycled (TBD)</li> <li>· Total budget allocated to waste recycling by national and municipal governments and operators (TBD)</li> <li>· Revenues generated (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>· Operators' records on recycling</li> <li>· Contracts issued to operators</li> <li>· Project monitoring report</li> <li>· Interviews with operators</li> <li>· Financial audit report, if relevant</li> </ul>	<ul style="list-style-type: none"> <li>· Some private companies invest for recycling facilities and recycled materials could be sold to recover some values</li> <li>· Financial mechanisms function with revenues generated and some funds reallocated to maintain the facilities</li> </ul>	<ul style="list-style-type: none"> <li>· Potential private companies will be kept informed of the project updates and major decisions through reports, direct communication (appointments, e-mails and phone calls)</li> <li>· One private company per municipality will be selected to operate the waste management facilities (engineered landfill, sorting and recycling centre) through bidding</li> </ul>
Output 3.5 The management of final disposal facilities reinforced for hazardous and other wastes in the municipalities	<ul style="list-style-type: none"> <li>· Number of training and workshops (2)</li> <li>· Number of trained workers (male/female) (16/4)</li> <li>· Amount of incremental investment (USD) (TBD)</li> <li>· Number of companies adopting best practice (2)</li> </ul>	<ul style="list-style-type: none"> <li>· Training and workshop reports with participant lists (male/female)</li> <li>· Technical guideline drafts</li> <li>· Project monitoring report</li> <li>· Transaction record of facilities and equipment acquired, built or improved according to guidelines and legislations</li> </ul>	<ul style="list-style-type: none"> <li>· Local residents agree on the final disposal facilities in two municipalities</li> <li>· Municipalities and other stakeholders are competent to operate the final disposal facilities</li> <li>· Other international and bilateral funds are identified for the construction of final disposal facilities for Ziguinchor meeting the technical guidelines</li> <li>· Financial mechanisms are established and collected funds are reallocated to maintain the facility in a sustainable manner</li> </ul>	<ul style="list-style-type: none"> <li>· Two cities with local commitment are chosen.</li> <li>· Municipalities and other stakeholders will receive training from local operators and consultants with adequate experiences</li> <li>· Regional development banks have been contacted for the municipality's needs particularly for Ziguinchor to construct a new final disposal facility</li> <li>· BAT/BEP for final disposal facilities will be demonstrated by experts with adequate experiences</li> </ul>
Output 3.6 Waste management operations by the companies at the municipal levels improved	<ul style="list-style-type: none"> <li>· Number of companies adopting best practices (2)</li> </ul>	<ul style="list-style-type: none"> <li>· Records of waste treated following the technical guidelines</li> </ul>	<ul style="list-style-type: none"> <li>· Policy and political environments encourage the business investment in the waste management sector</li> </ul>	<ul style="list-style-type: none"> <li>· Potential private companies will be kept informed of the project updates and major decisions through reports, direct communication (appointments, e-mails and phone calls)</li> </ul>

	<ul style="list-style-type: none"> <li>· Number of training workshops (2)</li> <li>· Number of participating institutions (6)</li> <li>· Revenues generated (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>· Workshop reports with participant lists (male/female)</li> <li>· Copies of dissemination materials</li> </ul>		<ul style="list-style-type: none"> <li>· One private company per municipality will be selected to operate the waste management facilities (engineered landfill, sorting centre) through bidding</li> </ul>
Output 3.7 Open burning controlled to reduce uPOP emissions	<ul style="list-style-type: none"> <li>· Amount of waste properly sorted, recycled, and disposed before and after the project (TBD)</li> <li>· Approximate weight of waste burned before and after the project (TBD)</li> <li>· Total reduction of uPOPs emitted due to open-burning of wastes before and after the project (13 g-TEQ/ year)</li> <li>· Number of standard operating procedures developed specifically for the disposal sites in the two cities (2)</li> </ul>	<ul style="list-style-type: none"> <li>· Record of operations at the recycling and disposal sites</li> <li>· Estimated uPOPs emission reduction using the toolkits</li> <li>· Copies of standard operating procedures</li> </ul>	<ul style="list-style-type: none"> <li>· Municipalities and waste management operators maintain proper records of the waste treated following the guidelines</li> </ul>	<ul style="list-style-type: none"> <li>· Municipal officers will receive specific training to use the Dioxin tool</li> <li>· A technical requirement will include the mandatory reporting of the waste treated and estimation of uPOPs emissions using the Dioxin tool</li> <li>· A national expert is hired to train stakeholders to collect and compute uPOPs emission</li> </ul>
Outcome 4: Project progress properly monitored and evaluated	<ul style="list-style-type: none"> <li>· Project management structure established</li> </ul>	<ul style="list-style-type: none"> <li>· List of Project Steering Committee members officially appointed</li> <li>· Steering Committee's meeting minutes</li> <li>· List of project staff members and contracts</li> </ul>	<ul style="list-style-type: none"> <li>· A diligent monitoring and evaluation will ensure the successful delivery and sustainability of a sound waste management system in the country</li> </ul>	<ul style="list-style-type: none"> <li>· The monitoring and evaluation will be performed following the rules and regulations of UNIDO and GEF</li> </ul>
Output 4.1 Project results monitored and reported including the gender dimension	<ul style="list-style-type: none"> <li>· A Project Steering Committee established and members recruited taking into account gender dimension (6/4)</li> <li>· A project office established with each member's responsibility clearly described in job descriptions</li> <li>· Project progress monitored and work plan prepared</li> </ul>	<ul style="list-style-type: none"> <li>· List of Project Steering Committee members appointed including gender consideration</li> <li>· List of project staff members and contracts including gender consideration</li> <li>· Project progress reports and updated work plans</li> </ul>	<ul style="list-style-type: none"> <li>· Political commitment is strong and support the establishment of project steering committee and project office</li> <li>· The turn over of trained project staff members is low and new staff training is sufficient</li> </ul>	<ul style="list-style-type: none"> <li>· Project progress closely monitored against the original work plan and logframes</li> <li>· Qualified project staff and stakeholder workers will be selected and provided with proper technical training</li> </ul>

Output 4.2 Project evaluated meeting the GEF's evaluation criteria	· Evaluations adequately conducted according to the GEF's standard (2)	· Evaluation report	· Evaluators will be given required information and granted access to data needed for proper evaluation	· Project progress will be closely monitored against the original work plan and logframe
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**Annex 2: Detailed questions to assess evaluation criteria: See Annex 2 of the UNIDO Evaluation Manual**

**Annex 3: Job descriptions**



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

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

<b>Title:</b>	International evaluation consultant, team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Senegal – to be confirmed at Inception phase
<b>Start of Contract (EOD):</b>	January 2023
<b>End of Contract (COB):</b>	March 2023
<b>Number of Working Days:</b>	35 working days spread over the above mentioned period

**1. ORGANIZATIONAL CONTEXT**

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

**2. PROJECT CONTEXT**

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



MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> <li>Adjusted table of evaluation questions, depending on country specific context;</li> <li>Draft list of stakeholders to interview during the field missions.</li> <li>Identify issues and questions to be addressed by the local technical expert</li> </ul>	5 days	Home-based
<p>2. Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> <li>Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>Guidance to the national evaluator to prepare output analysis and technical reports</li> </ul>	4 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<ul style="list-style-type: none"> <li>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>Division of evaluation tasks with the National Consultant.</li> </ul>	1 day	Through skype



MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission to in 2019 <sup>8</sup> .	<ul style="list-style-type: none"> <li>• Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications;</li> <li>• Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;</li> <li>• Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission.</li> </ul>	12 days	(specific project site to be identified at inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> <li>• After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.</li> </ul>	1 day	Vienna, Austria
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR;  Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.  Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> <li>• Draft evaluation report.</li> </ul>	10 days	Home-based
7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.	<ul style="list-style-type: none"> <li>• Final evaluation report.</li> </ul>	2 days	Home-based

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	TOTAL	35 days	

#### REQUIRED COMPETENCIES

##### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

##### **Core competencies:**

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

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

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

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

##### **Education:**

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

##### **Technical and functional experience:**

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

##### **Languages:**

Fluency in written and spoken English and French is required.

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

##### **Absence of conflict of interest:**

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

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



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within
<b>Start of Contract:</b>	February 2023
<b>End of Contract:</b>	March 2023
<b>Number of Working Days:</b>	15 days spread over the above mentioned period

### ORGANIZATIONAL CONTEXT

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

### PROJECT CONTEXT

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

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;	2 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
field and prepare key instruments in English (questionnaires, logic models);  If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.	A stakeholder mapping, in coordination with the project team.		
Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule.</li> <li>• List of stakeholders to interview during the field missions.</li> </ul>	2 days	Home-based
Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;  Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.	<ul style="list-style-type: none"> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>	4 days	In Senegal
Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.  Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.	<ul style="list-style-type: none"> <li>• Part of draft evaluation report prepared.</li> </ul>	7 days	Home-based
<b>TOTAL</b>		<b>15 days</b>	

#### **REQUIRED COMPETENCIES**

##### ***Core values:***

1. Integrity
2. Professionalism

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

1. Strategy and direction
2. Managing people and performance

3. Respect for diversity

3. Judgement and decision making

4. Conflict resolution

**Core competencies:**

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

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

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

**Technical and functional experience:**

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

**Languages:** Fluency in written and spoken French 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 Division.

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

**Executive summary (maximum 5 pages)**

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

**1. Introduction**

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

- 2. Project's contribution to Development Results - Effectiveness and Impact**
  - 2.1. Project's achieved results and overall effectiveness
  - 2.2. Progress towards impact
    - 2.2.1. Behavioral change
      - 2.2.1.1. Economically competitive - Advancing economic competitiveness
      - 2.2.1.2. Environmentally sound – Safeguarding environment
      - 2.2.1.3. Socially inclusive – Creating shared prosperity
    - 2.2.2. Broader adoption
      - 2.2.2.1. Mainstreaming
      - 2.2.2.2. Replication
      - 2.2.2.3. Scaling-up
- 3. Project's quality and performance**
  - 3.1. Design
  - 3.2. Relevance
  - 3.3. Efficiency
  - 3.4. Sustainability
  - 3.5. Gender mainstreaming
- 4. Performance of Partners**
  - 4.1. UNIDO
  - 4.2. National counterparts
  - 4.3. Donor
- 5. Factors facilitating or limiting the achievement of results**
  - 5.1. Monitoring & evaluation
  - 5.2. Results-Based Management
  - 5.3. Other factors
  - 5.4. Overarching assessment and rating table
- 6. Conclusions, recommendations and lessons learned**
  - 6.1. Conclusions
  - 6.2. Recommendations
  - 6.3. Lessons learned
  - 6.4. Good practices

**Annexes (to be put online separately later)**

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

## Annex 5: Checklist on evaluation report quality

Project Title:

UNIDO ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	UNIDO IEV assessment notes	Rating
<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)		

### Rating system for quality of evaluation reports

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



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

### **A. Introduction**

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

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

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

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

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

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

### **B. Gender responsive evaluation questions**

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

#### **B.1. Design**

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

- If the project/project is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/project promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

## **B.2. Implementation management**

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

## **B.3. Results**

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