



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**Promoting energy efficiency and renewable energy in selected micro,
small and medium enterprises (MSME) clusters in India**

UNIDO ID: 103029

GEF Project ID: 3553

March 2022

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Promoting energy efficiency and renewable energy in selected micro, small and medium enterprises (MSME) clusters in India
UNIDO ID	103029
GEF Project ID	3553
Country(ies)	India
Project donor(s)	GEF
Project approval date/GEF CEO endorsement date	9 December 2010
Planned project start date (as indicated in project document/or GEF CEO endorsement document)	April 2011
Actual project start date (First PAD issuance date)	April 2011
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	August 2016
Actual project completion date (as indicated in UNIDO ERP system)	June 2022
Project duration (year): Planned: Actual:	5 11.5
GEF Focal Areas and Operational Programme	CC – SP 2: Promoting Energy Efficiency in the Industrial Sector and CC - SP 4: Promoting Sustainable Energy Production from Biomass
Implementing agency(ies)	UNIDO
Executing Partners	Bureau of Energy Efficiency, Ministry of Micro, Small and Medium Enterprises (MSME), Ministry of New and Renewable Sources of Energy
Donor funding	USD 7,172,097
UNIDO input (in kind, USD)	USD 500,000
Co-financing at CEO Endorsement, as applicable	USD 26,200,000
Total project cost (USD), excluding support costs	USD 33,372,097
Mid-term review date	June 2018
Planned terminal evaluation date	Apr – June 2022

(Source: Project document, UNIDO ERP system)

¹ Data to be validated by the Consultant

2. Project context

In 2021 India was ranked number three in terms of primary energy consumption among the major nations with growing energy usage levels and subsequent CO₂ emissions³. Within the Indian economy, in terms of primary energy consumption, industry remains the largest consumer of energy – accounting for over 50% of total energy consumption in the country. Indian industries mostly rely on coal, oil, and gas for primary energy. Among these, coal continues to be the dominant fuel.

Within industry, there are many Micro, Small, and Medium-sized Enterprises (MSME) which carry out energy and emissions-intensive activities in sectors such as the metallurgical and metals industry, glass and ceramics industry, agricultural activities and brickmaking. In most of these MSME sectors, energy cost accounts for as much as 20–30% of the total cost of production. At the same time as being energy intensive, the industrial sector – especially the industrial MSME sector – plays a vital role in the Indian economy, with 13 million MSMEs estimated to operate in India at the time of project design in 2010, contributing around 45% of manufacturing output, producing about 40% of exports and employing more than 40 million people. MSMEs mobilize local capital and skills and thereby provide the impetus for growth and development, particularly in rural areas and small towns.

They are often organized into “clusters, mostly with some form of central organizations, which work for the development of the many MSME’s often called “units”. These clusters provide the bases for UNIDO to leverage the existing organizational structure to carry out outreach to hundreds of units with limited resources. A study commissioned by Bureau of Energy Efficiency (BEE) estimated the total potential for electricity saving at 75.36 billion kWh, of which nearly a quarter (i.e., 18.57 billion kWh) corresponded to the industry sector, including small and medium enterprises. Energy represents an important and expensive factor of production for industrial MSMEs – particularly in energy-intensive sectors such as mineral processing (ceramics, tiles, pottery, brick, glass etc.), metallurgical and metal industries (foundries, forging, alloys, heat treatment, steel re-rolling, etc.) and agro and food processing (bakeries, dairies, rice mills, etc.).

The MSMEs in these sectors currently use significant amounts of electricity as well as large quantities of fossil fuels such as furnace oil, diesel, natural gas and coal (about 65 Mtoe) and/or biomass to meet their thermal energy requirements, relying largely on inefficient equipment and technology as well as unskilled workers. This leads to wastage of energy, and it results in release of substantial CO₂ and particulate emissions.

The aim of the project is to develop and promote a market environment for introducing energy efficiencies and enhanced use of Renewable Energy (RE) technologies in process applications in 12 selected energy-intensive MSME clusters in India with expansion to more clusters later, in order to improve the productivity and competitiveness of units as well as to reduce overall carbon emissions and improve the local environment.

³ <https://data.worldbank.org/indicator/EG.USE.ELEC.KH.PC>

3. Project objective and expected outcomes

The aim of the project is to develop and promote a market environment for introducing energy efficiencies and enhanced use of RE technologies in process applications in 12 selected energy-intensive MSME clusters in India within 5 sectors (ceramic production, hand tool production, foundries, brass production, and dairy production) with an aim towards scaling up activities to a nation-wide level in order to reduce energy usage per unit of product, improve the productivity and competitiveness of units, and reduce overall carbon emissions/improve the local environment. The project works at the cluster organisation level as well as at the policy level to achieve its aim.

The promotion of energy efficiency and renewable energy in selected MSME clusters was envisaged through the following five components and related expected outcomes:

Component 1 – Increased capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters.

Outcome 1: The capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters is increased.

Output 1.1 EE/RE technologies that are adjusted for local needs introduced to the local market in 5 energy intensive MSME sectors.

Output 1.2 Increased ability of Local Service Providers (EE and RE product and service suppliers) to provide assistance and advice to MSMEs within the sectors.

Output 1.3 Increased ability of local industry associations to provide assistance and advice to MSMEs within the clusters with the establishment/enhancement of "Cluster level energy management cells".

Output 1.4 Enhanced financing opportunities for EE/RE projects and implementation measures.

Component 2 – Increasing the level of end-use demand and implementation of EE and RE technologies and practices by MSMEs.

Outcome 2: The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased.

Output 2.1 Increased demand for EE/RE products/services and increased ability to apply for financing among the units in the 5 energy intensive MSME sectors for EE/RE technologies.

Output 2.2 An increase in the awareness and implementation of Best Operating Procedures for energy management in MSMEs in 12 energy intensive MSME clusters.

Component 3 – Scaling up of the project to a national level.

Outcome 3 The project is scaled up to a national level.

Output 3.1 Cooperation and synergies established and enhanced within the project clusters through information sharing on best practices and joint workshops.

Output 3.2 Expansion of the project to affect new clusters at a later date throughout the country
Implementation of this project in the selected clusters will generate interest from other clusters in adopting EE/RE measures

Component 4 - Strengthening policy, institutional and decision-making frameworks.

Outcome 4 Policy, institutional and decision-making frameworks strengthened

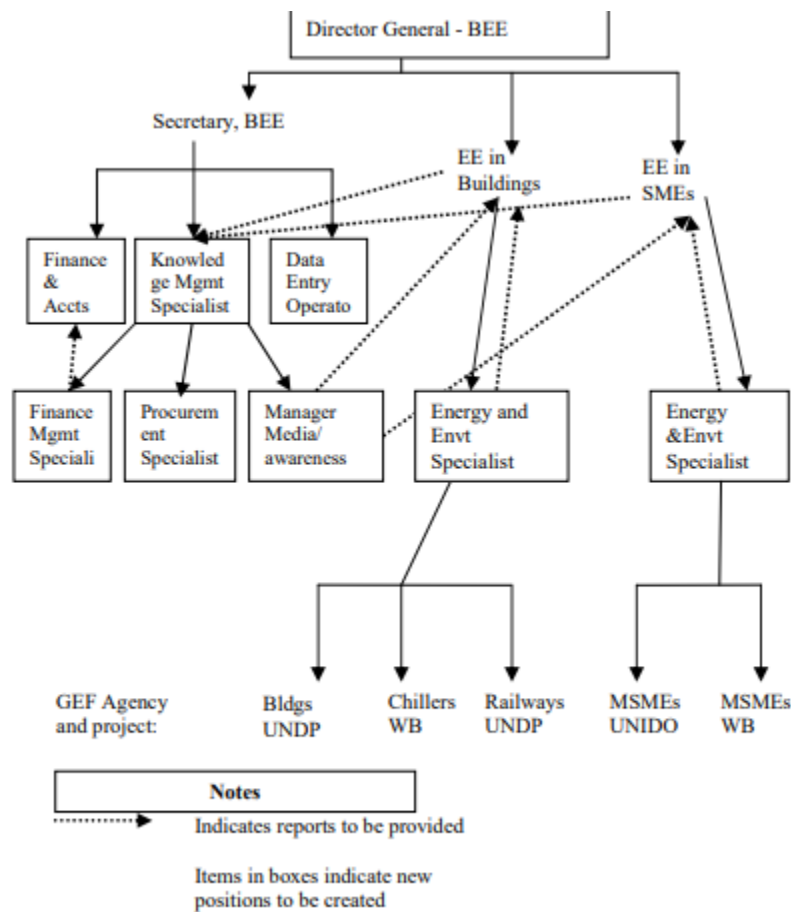
Output 4.1 Improved monitoring and evaluation of energy use and development of a benchmarking system

Output 4.2 Mainstreaming EE and RE into national policies and programmes on MSMEs Development

Component 5 – Project management.

4. Project implementation arrangements

The Bureau of Energy Efficiency -BEE - is the executing party for this project, coordinating all project's activities. For the renewable energy component, the Solar Energy Institute of the Ministry for New and Renewable Energy -MNRE - is the responsible entity. UNIDO provides the international coordination services and expertise regarding cluster development.



Four ministries are involved in this project, namely: The Ministry of Power through the Bureau of Energy Efficiency, the Ministry of Micro, Small and Medium Sized Enterprises (MSME) and the Ministry for New and Renewable Energy (MNRE). The GEF focal point is located in the Ministry of Environment and Forestry.

The Project Management Unit, consisting of a project manager and an assistant located within BEE and a renewables expert located within the solar energy institute of the ministry of new and renewable energy, coordinating the daily project's activities.

A Project Steering Committee – PSC - was also established to coordinate the inputs from different participating agencies. It consists of representatives of the 4 involved ministries and UNIDO representative.

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

An in-depth assessment of the project's performance was conducted in mid-2018. The main findings of the MTR are the followings:

- The project design flaw related to funds transfer and contract arrangement has resulted in almost 2 years delay in project start. Neither UNIDO nor BEE was prepared for contracting arrangements at the starting phase. Now a more flexible contract arrangement and cooperation is in place and therefore this system that can be used in the future.
- The location of the PMU in BEE is appropriate as it results in absorption of learning from the project into national policies and plans.
- The selection of clusters has been done well, as it has been little work done on EE/RE previously and there is an interest among many cluster members to take up EE activities.
- Project and activity approval between partners takes time, given the present project implementation structure. This has caused the enterprises to lose interest, which is likely to reduce uptake of project activities.
- The timeline was unrealistic as working with MSMEs to understand energy management, to bring implementations to the ground may require a longer gestation period
- It is essential to create a sustainable marketing demand to ensure long term EE/RE uptake after project end. Therefore multiple 'locally created' showcases are needed.
- The project work is tailored to the cluster needs, given the high variability of the different clusters. The BOPs are relevant for designed beneficiaries and tailor-made to their needs and understanding.
- The impact of demonstration is key to create awareness on and a market for EE/RE and has resulted in the spread of improved energy efficiencies in cluster industries.
- The use of exposure visits has supported learning and implementation, as industries understand the value of technologies for EE/RE faster after seeing similar actions implemented by other industries. Also, they are able to understand possible risks/or lack of risks involved in improving EE more easily. The use of a 'leader' to show case technologies and systems to reduce energy consumption to be shared by others is an efficient way to highlight the benefits of projects, as is the case with the Amul Dairy. Amul, are not only willing to try new technologies and take some (financial) risk; but are also willing to share their information with others in their clusters or other clusters of the project.
- Leader industries, as seen in the case of a larger industry in Khurja, may also be able to position themselves as LSPs and therefore apart from the already existing LSPs, new entrepreneurial industries might also, with some project support, provide new and improved technologies of value

for other cluster members. EMCs are seen to have high value in the clusters and individual MSMEs are requesting for audits/checking of some of their systems for energy efficiency. However, their willingness to pay the complete cost for the service is low.

- Leaders (those who are the first to adopt and benefit from project activities) are likely to be larger enterprises, with more manpower to devote to activities and funds to utilize for EE activities. The larger industries have been quicker at taking up and initiating activities in the piloting phase, and there are fewer small and micro enterprises who are likely to benefit equally from project activities
- While MSMEs are all interested in reducing costs, many often do not have the time or the capacity to undertake or even consider any activity beyond the day-to-day running of their enterprise, more so for the smaller industries. They also often have limited financial resources. Therefore, getting smaller enterprises involved in EE/RE activities is a challenge and can be time consuming. Hence, they will not benefit from a project that takes all MSMEs to be equal. To get more small and micro industries on board it is necessary to have very specific targeting and appropriate timelines.
- Overall, the industries in the clusters seem to have a low risk-taking appetite and therefore are unlikely to take a loan for EE activities. Where loans are to be taken, it is from existing systems in the cluster and is unlikely to be from FIs as envisaged under the project design.
- All members of the MSME clusters are unlikely to share their information and results of actions after energy audits as they might fear a loss in competitive advantage. Therefore, monitoring outcomes and impacts might be a challenge, as will the ability to learn lessons and replicate good practices from all activities under the project.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (GEF) (\$)	Co-Financing (\$)	Total (\$)
1. The capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters is increased	2,501,839	10,280,000	12,781,839
2. The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased	2,133,908	2,570,000	4,703,908
3. The project is scaled up to a national level.	1,409,776	5,140,000	6,549,776
4. Policy, institutional and decision-making Frameworks strengthened.	706,896	7,710,000	8,416,896
5. Project management	419,678	500,000	919,678
Total (\$)	7,172,097	26,200,000	33,372,097

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (<i>source</i>)	Total Amount (\$)	%
BEE <i>National Government</i>	2,000,000	7.6%
Ministry of New and Renewable Energy <i>National Government</i>	6,700,000	25.6%
Ministry of Small and Medium Enterprises <i>National Government</i>	17,000,000	64.9%
UNIDO <i>Implementing Agency</i>	500,000	1.9%
Total Co-financing (\$)	26,200,000	100%

Source : Project document

Table 3. UNIDO budget allocation and expenditure by budget line – grant n. 200000251

Budget line	Items by budget line	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total expenditure (at completion)	
													(USD)	%
2100	Contractual Services	4,510,000		1,072,140	14,496	1,357	6,951	-2,998,987	1,837,785	126,008	27,737	160,017	4,757,504	70.9
3500	International meetings	8,744					-3,358						5,386	-
4500	Equipment			7,965	819	172,962	8,850	180,343	6,806	2,715	1,051	-414	381,097	5.7
1500	Local travel	2,944	11,197	13,789	24,901	23,883	14,261	52,327	24,804	5,672	4,634	-1,159	177,253	2.7
1700	Nat. Consult./Staff	11,402	68,582	72,752	90,017	97,903	58,254	112,404	154,220	153,919	137,571	67,789	1,024,813	15.3
5100	Other Direct Costs	8,671	-5,536	4,961	550	9,774	6,046	23,172	11,400	6,144	20,006		85,188	1.3
4300	Premises			355	470	8,298	12,410	5,904	-3,840	1,660	4,579	2,100	31,936	0.5
1100	Staff & Intern Consultants			227	62	159	117	17,428	5,570	25,930			49,493	0.7
300	Train/Fellowship/Study	7,852			33,164	71,758	23,400	48,757	6,429	303	-13		191,650	2.9
Total		4,551,625	74,234	1,174,203	166,494	388,110	126,931	-2,558,652	2,043,174	324,371	195,565	228,333	6,714,388	100 %

Source: Project document and UNIDO Project Management ERP database as of 23 February 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 April 2011 to the estimated completion date in June 2022.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, 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 Policy⁴, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁵, and UNIDO [Evaluation Manual](#). 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 exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. 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 approach⁶ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. The learning from this analysis will be useful for the design of the future projects so that the management team can effectively use the theory of change to manage the project 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, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.

⁴ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

⁵ 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)

⁶ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

- (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 India.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
 - It shall be noted that due to the persisting global emergency caused by the Covid-19 pandemic and the persisting limitations on international travels, the in-field data collection phase will be carried out by the national consultant only in coordination with the evaluation team leader.
- (d) **Online data collection** methods: will be used to the extent possible.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- 1) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money? How well has the project fit?
- 2) What are 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 are the achieved results to be sustained after the completion of the project?
- 3) 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?
- 4) What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
- 5) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

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

Table 4. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Coherence	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	

#	Evaluation criteria	Mandatory rating
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes Yes
3	• Results-based Management (RBM)	Yes
E	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	Overall assessment	Yes

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 in discharging their expected roles and responsibilities. The assessment will take into account the following:

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

Other assessments required by the GEF for GEF-funded projects, for non GEF projects these topics should be covered as applicable:

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. At the terminal evaluation point, the Project Manager will update table 2 on co-financing and add two more columns to submit to the evaluation team: 1) Amount of co-financing materialized at mid-term review (MTR); and 2) Amount of co-financing materialized at terminal evaluation (TE). The evaluation team has the responsibility to validate and verify the co-financing amount materialized during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- Environmental and Social Safeguards⁷:** 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.
- Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented. The evaluation team has the responsibility to validate and verify updated core-indicators during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.

⁷ 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%202018.pdf

- e. **Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

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 table below.

Table 5. 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 April 2022 to June 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:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and

- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from April 2022 to June 2022. The phase of data collection from the field is tentatively planned for April/May 2022. At the end of this phase, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

The evaluation team leader will also debrief UNIDO Headquarters to present the preliminary findings of the terminal evaluation in a remote way. 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 Project Manager (PM), UNIDO Independent Evaluation Division, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO ODG/EIO/EID standards.

Table 6. Tentative timelines

Timelines	Tasks
April 2022	Desk review and writing of inception report
April 2022	Online briefing with UNIDO project manager and the project team based in Vienna.
April/May 2022	Data collection phase from India
May 2022	Preparation of first draft evaluation report Debriefing online
June 2022	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
End of June 2022	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 a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. 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 evaluation team 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 management team in India will support the evaluation team. The UNIDO GEF Coordinator and GEF Operational Focal Point (OFP) 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 team member, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable⁸.

Evaluation report format and review procedures

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

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

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

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

⁸ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.

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. 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

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Impact			
<p><i>GEF Strategic Priorities:</i> Strategic Program 2: Promoting energy efficiency in the industrial sector</p> <p>Strategic Program 4: Promoting Sustainable Energy Production from Biomass</p>	<p>Total CO_{2eq} emission reductions as a result of the investments in industrial energy efficiency – target 1,270,500 million tonnes (over 10 year lifetimes) by 2014</p> <p>Total energy saved – target 276,600 MWh annually by 2015</p> <p>Contribution to the enabling policy environment – target of 4 out of 4 with the complete achievement of all the steps in facilitating the implementation of biomass as a fuel source and in main-streaming EE/RE policies for MSME development.</p> <p>Volume of investment – target 5 million USD by 2014</p> <p>See Annex F for details of how the GHG and MWh targets have been estimated</p>	<p>For all indicators: Reporting from project sites, data from feasibility studies, verification of savings for all or a representative sample of projects</p>	<p>Companies choose to make energy efficiency investments</p> <p>Implementation of project activities will foster industrial energy efficiency investments and reduce CO_{2eq} emissions</p>
Outcomes			
<p>Outcome 1: The capacity of suppliers of EE/RE product providers/service providers/finance providers to support the expansion of EE/RE in the clusters is increased</p> <p>Outcome 2: The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased.</p> <p>Outcome 3: The project is scaled up to a national level</p> <p>Outcome 4 Policy, institutional and decision-making frameworks strengthened</p>	<p>Number of technologies and practices adapted for local MSMEs – target 12 adapted technologies or practices being offered by local service providers.</p> <p>Investment facilitated into EE/RE technologies in MSMEs – target USD 16 million.</p> <p>Number of clusters and MSMEs implementing EE/RE technologies/practices – target 12 + clusters and 190 MSMEs.</p> <p>Establishment of nation-wide information frameworks for EE/RE.</p>	<p>Reporting from the Project Management Unit, the MSME cluster-level organisations, the MSMEs themselves, and local service providers of EE/RE technology.</p>	<p>The technologies are adaptable and economically attractive to MSMEs.</p> <p>The barriers identified are indeed the principle barriers to growth.</p> <p>There is no major deterioration of the macro-economic climate leading to lack of finance available and/or shutting down of industries.</p>

Component 1: Increased capacity of suppliers of EE/RE product suppliers/ service providers/ finance providers			
<p>Output 1.1 EE/RE technologies that are adjusted for local needs introduced to the local market in 5 energy intensive MSME sectors.</p>	<ul style="list-style-type: none"> ➤ Detailed techno-economic studies at the unit (MSME) level to determine feasible options for EE and RE through improvements in technologies and operating practices. ➤ Adjustment of existing technologies for the introduction of at least 12 emerging/ improved EE/RE technologies and/or Best Operating Practices to be introduced. ➤ Documentation of the benefits (energy savings, quality improvement, GHG reduction etc) in the demonstration and replication units (prepare one case study for each sector). ➤ At least 16 awareness workshops to showcase the results of technology demonstrations (conduct at least 2 awareness workshops per cluster in the Foundries and Brass clusters, and 2 total awareness workshops in each of the other sectors – Hand tools, Ceramics, and Dairy). 	<p>Reports from technology adaptation experts.</p> <p>Survey of local service providers shows a change in availability of products and information.</p> <p>Survey of local industry associations shows a change in availability of information and services.</p> <p>Survey of MSMEs on financing availability (within the MSME and from finance institutions).</p>	<p>The technologies can be adapted to the local, smaller MSME markets.</p> <p>The local service providers, cluster-level industry associations, and financial actors are sufficiently interested and able to implement these changes.</p>
<p>Output 1.2. Increased ability of Local Service Providers (EE and RE product and service suppliers) to provide assistance and advice to MSMEs within the sectors.</p>	<ul style="list-style-type: none"> ➤ 15 Local Service Providers/industry associations in 12 clusters identified for training and assistance in implementing the new technologies/Best Operating Practices. ➤ 200 Detailed Project Reports prepared for MSMEs by Local Service Providers in 12 clusters. ➤ 24 product and service providers operating in each cluster actively marketing EE/RE products. (up from 4 currently). 		
<p>Output 1.3 Increased ability of local industry associations to provide assistance and advice to MSMEs within the clusters with the establishment/enhancement of "Cluster level energy management cells".</p>	<ul style="list-style-type: none"> ➤ Implementation of 12 "Energy Management Cells" within cluster-level industry associations/other cluster-level institutions for carrying out EE/RE assistance in their respective clusters. ➤ Needs assessments for these 12 institutions for the implementation of Energy Management Cells within them. 		

	<ul style="list-style-type: none"> ➤ Strengthening of these 12 “Energy Management Cells” by providing material support (energy audit tools) and soft support (knowledge and training) 		
Output 1.4 Enhanced financing opportunities for EE/RE projects and implementation measures.	<ul style="list-style-type: none"> ➤ Templates and examples for financial assessment of EE/RE projects developed for use in training and dissemination ➤ Banking/investor experts in 5 banks/financial institutions trained in the assessment of bankable projects and support mechanisms 		
Component 2: Increased end-use demand and implementation of EE and RE by MSMEs			
Output 2.1 Increased demand for EE/RE products/services and increased ability to apply for financing among the units in the 5 energy intensive MSME sectors for EE/RE technologies.	<ul style="list-style-type: none"> ➤ Ongoing awareness generation/ training programmes for entrepreneurs – at least 50 awareness workshops conducted to reach 1200 or more entrepreneurs as well as four national-level project conferences conducted. ➤ In consultation with industry associations, choosing MSMEs and implementing joint partnerships including adapted technologies and Best Operating Practices (“case studies”) in each of the 5 sectors with local producers of EE/RE technologies (Local Service Providers) and MSMEs – 29 total projects implemented with handholding of these 29 units to ensure optimal deployment of improved technologies and to build confidence and capabilities. ➤ The development of around 200 bankable Detailed Project Reports which can be used for investment decisions. ➤ A total of 120 EE/RE measures implemented in the 12 clusters. ➤ At least 100 applications for financial assistance (loans/investments) submitted by MSMEs with 36 additional funded. 	<p>Number of Developed Project Reports tracked during the project, including those applying for outside financing.</p> <p>Responses to marketing efforts in terms of enquiries and requests for information will be tracked throughout the project.</p> <p>Follow up surveys will be carried out for those MSMEs involved in workshops to build capacity.</p>	<p>The adapted technologies have a sufficiently low payback period to warrant investment and efforts to secure outside investment.</p> <p>Macroeconomic conditions do not drastically alter prices/outputs from the industry.</p> <p>The implementing MSMEs will be able to Best Operating Practices consistently over time.</p>
Output 2.2 Increased awareness and implementation of Best Operating Practices for energy management and EE/RE technologies in MSMEs in 12 energy intensive MSME clusters.	<ul style="list-style-type: none"> ➤ At least 500 experts, engineers, and staff trained in RE/EE technology basics and Best Operating Practices and at least 250 implementing Best Operating Practices during the complete project cycle. 		

Component 3: Scaling up of the project to a national level			
<p>Output 3.1 Cooperation and synergies established and enhanced within the project clusters through information sharing on best practices and joint workshops</p>	<ul style="list-style-type: none"> ➤ At least 7 study tours/exchange visits carried out under a 'knowledge exchange program to share lessons and experiences among the various clusters. ➤ Existing web-sites in foundry and dairy sectors strengthened to include more information on EE/RE technologies and Best Operating Practices. 	<p>Monitoring reports on events and knowledge sharing activities.</p> <p>The number of cluster-based new projects developed will be tracked.</p>	<p>Other cluster-based organisations will be interested in this project.</p>
<p>Output 3.2 Expansion of the project to affect new clusters at a later date throughout the country</p>	<ul style="list-style-type: none"> ➤ Preparation of Project Proposals for EE/RE projects (similar to this one) in MSME clusters not covered in this project. (4 new Foundry clusters, the Ludhiana Hand Tools cluster, 1 more Ceramics cluster in India, 1 more Brass cluster, 1 more Dairy cluster) ➤ Preparation of more detailed information booklets for each of the 5 sectors on the technologies, returns on investment, etc. 	<p>The number of brochures, booklets distributed and the web-site hits will be tracked.</p>	
Component 4: Strengthening policy, institutional and decision-making frameworks			
<p>Output 4.1 Improved monitoring and evaluation of energy use and development of a benchmarking system</p>	<ul style="list-style-type: none"> ➤ At least 24 detailed energy audits conducted in various sectors including investment options, payback periods, current barriers to implementation, and energy use/CO₂e emissions prevented from the technologies/practices. ➤ At least 12 detailed cluster-level energy use database prepared (one for each cluster); these would form the basis of benchmarking systems ➤ A survey conducted on locally available biomass resources and sustainability of biomass supply determined. (In the Foundry and Brass Sectors) ➤ Sustainability standards developed for biomass use. 	<p>The benchmarking system will be available for public use.</p> <p>The report will be available and submitted to project partners.</p> <p>The roadmap will be completed and submitted to project partners.</p>	<p>There is continued governmental support for this effort.</p>
<p>Output 4.2 Mainstreaming EE and RE into national policies and programmes on MSMES Development</p>	<ul style="list-style-type: none"> ➤ Detailed report prepared on the policy and regulatory framework needed to accelerate the diffusion of energy-efficient and renewable energy technologies in the 5 MSME sectors. The report will also discuss improved RE options and related policy issues, and issues related to supply of piped NG in the clusters. 		

	<p>➤ Roadmap prepared for strengthening energy efficiency on end use and supply side, based on interactions with existing cluster level associations, other institutions at the cluster level with BEE, MoMSME & MNRE. The roadmap will specifically relate to state level programs where these clusters are located.</p>		
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Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Not foreseen at this stage
Start of Contract (EOD):	28 March 2022
End of Contract (COB):	30 June 2022
Number of Working Days:	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 evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables 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.

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country specific context; Draft list of stakeholders to interview during the field missions. Identify issues and questions to be addressed by the local technical expert 	4 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. 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"> Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Guidance to the national evaluator to prepare output analysis and technical reports 	2 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"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; Division of evaluation tasks with the National Consultant. 	1 day	Home-based
<p>4. Coordinate the data collection phase from India ⁹.</p>	<ul style="list-style-type: none"> Organise meetings with relevant project stakeholders, 	10	(specific project site to be

⁹ 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
	<p>beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications;</p> <ul style="list-style-type: none"> • Strong coordination and agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks; • 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. 		identified at inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	1 day	Through Skype/Zoom
<p>6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR;</p> <p>Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> • Draft evaluation report. 	15 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	<ul style="list-style-type: none"> • Final evaluation report. 	2 day	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
of the final version according to UNIDO standards.			

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Good working knowledge in India
- Sound knowledge of IEE and RE technologies
- Experience in working at cluster level is a plus
- 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
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

Languages:

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

Absence of conflict of interest:

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



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within India
Start of Contract:	28 March 2022
End of Contract:	30 June 2022
Number of Working Days:	45 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 evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

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

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

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
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;	4 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>A stakeholder mapping, in coordination with the project team.</p>		
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<ul style="list-style-type: none"> • Report addressing technical issues and question previously identified with the Team leader • Tables that present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 	6 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	1 day	Home-based
<p>Conduct the field data collection in close cooperation with the Team Leader and the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<ul style="list-style-type: none"> • Presentations of the evaluation’s initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	22 days (including travel days)	In India (specific sites to be determined during the inception phase)
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs and draft some section of the evaluation report to help fill in information and analysis gaps and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p>	<ul style="list-style-type: none"> • Part of draft evaluation report prepared. 	12 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.			

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, experience and competency in the field of evaluation and environmental management
- Experience in working at cluster level, energy efficiency is a plus
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and Hindi 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.

REQUIRED COMPETENCIES

Core values:

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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.