



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**Sustainable cities initiative for Senegal: promoting renewable energy
and integrated waste management in sustainable industrial parks**

UNIDO ID: 150270

GEF Project ID: 9123

| November 2022 |

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Sustainable cities initiative for Senegal: Promoting renewable energy and integrated waste management in sustainable industrial parks
UNIDO ID	150270
GEF Project ID	9123
Country(ies)	Senegal
Project donor(s)	GEF
Project approval date/GEF CEO endorsement date	June 2015
Planned project start date (as indicated in project document/or GEF CEO endorsement document)	January 2017
Actual project start date (First PAD issuance date)	January 2017
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	January 2021
Actual project completion date (as indicated in UNIDO ERP system)	December 2022 (to be extended till March 2023)
Project duration (year): Planned: Actual:	4ys 5ys
GEF Focal Areas and Operational Programme	Integrated Approach IAP- sustainable cities
Implementing agency	UNIDO
Executing Partners	Ministry of Environment and Sustainable Development; Municipal Development Agency (ADM), Agence de management et de Promotion des Sites Industriels (APROSI), Bureau de Mis a Niveau (BMN)
Donor funding	USD 3,211,010
UNIDO input (in kind, USD)	USD 300,000
Co-financing at CEO Endorsement, as applicable	USD 11,780,000
Total project cost (USD), excluding support costs	USD 14,991,010
Planned terminal evaluation date	December 2022 – March 2023

(Source: Project document, UNIDO ERP system)

¹ Data to be validated by the Consultant

2. Project context

Dakar, the capital of Senegal, is located on the coast at the west of Senegal. With its surroundings, it constitutes a metropolis called the Greater Dakar, representing 0.3% of the Senegalese territory but accounting for more than 80% of the economic activities in the country. The city hosts more than a quarter of the total population, and half of the urban population of Senegal. The annual urban population growth rate in Senegal was estimated at 3% in 2017 and forecasts foresee an increase in its population by 2050 up to 25 million people of which then 16 million are expected to live in cities. The city's infrastructure, built to accommodate 300,000 people, is evidently over-stretched. Over 90% of the population in *periurban* Dakar (Pikine and Guédiawaye) live in areas classified as slums or spontaneous settlements. Over the years, Dakar has developed without much of integrated urban planning and has outgrown the initial infrastructure. This reinforces the complexity of dysfunctions and urban challenges within the city, which otherwise enjoys a symbolic status thereby making it worthy of the greatest attention by the government.

The sustainable development of the city is being an urgent need and priority in line with the Government broad urban poles development program for accelerating economic growth and reducing poverty. As a consequence of the demographic pressure, the urban sector in Senegal has been focused primarily on habitat management and improvement.

Industrial pollution and waste management are some of the major challenges in Dakar. In particular, as regards waste management, Senegalese municipalities have major difficulties to cope with the waste. Waste management has become a top strategic priority of the Republic of Senegal. 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 Senegal. A priority program is currently led by the Ministry of Planning and Local Governments and it 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.

In line with UNIDO's renewed mandate of promoting inclusive and sustainable industrialization (ISID), Senegal is part of the pilot countries that have adopted the Partnership Country Programme approach which focusses on promoting industrial parks. As baseline to this project, UNIDO is already working within the Diamniadio Industrial Park in areas that include building capacity of national institutions to manage the park, developing regulatory framework for the park management. As such, this project will build on the work that is currently ongoing.

The UNIDO co-implemented, GEF-financed project was implemented in the framework of ongoing national efforts on urban sustainable development and promoting integration of renewable energy, waste management and sustainable industries in Great Dakar area. All of the technical assistance components have been designed to support incremental activities to enhance the successful implementation of the baseline activities.

3. Project objective and expected outcomes

The main objective of the project is to provide the technical assistance needed to assist national government bodies in jointly addressing current urban and industrial development challenges by developing a strategy for designing, implementing and managing sustainable industrial parks under integrated urban planning approach.

The project contributes to the overall program impact in terms of improved environmental performance, including global benefits such as reduced GHG emissions, protection of ecosystems, decreased land degradation, and decreased incidence of chemicals and waste. At the city level, benefits include local

livability and access to improved infrastructure and services, social inclusion, improved air quality and improved public health, increased resilience to natural disasters, improved labor productivity, and enhanced ability to retain, attract, or support the growth of businesses.

The following project components have been developed, in addition to project management, to achieve the project objectives:

Component 1: Integrated urban planning and management focusing on sustainable industrial parks

- 1.1 A strategy to guide the design, implementation and management of sustainable industrial parks and integration into urban tissue developed
- 1.2 APROSI, ADM, DGPU, architects, cities, private sector, local experts trained the integration of sustainable industrial parks in cities across the country
- 1.3 Sustainability performance of Diamniadio industrial park measured and regularly reported
- 1.4 Project counterparts participate in GPSC activities that include annual meetings, targeted training programmes

Component 2: Integrated POPs management and hazardous waste management in industries

- 2.1 An integrated POPs and hazardous waste management strategy developed in a gender-sensitive manner for enterprises in Dakar and Diamniadio industrial park
- 2.2 Technical assistance provided to conduct detailed feasibility studies of selected pilot projects

Component 3: Strengthening institutional framework to support sustainable and resilient industrialization

- 3.1. Environmental and resilience mapping of greater Dakar existing industries, RECP assessments for selected enterprises conducted and technological and process upgrading opportunities identified
- 3.2. Technical and institutional capacity of Agence de la Maitrise de L'Énergie (AEME) and other relevant stakeholders that support the adoption of renewable energy, low-carbon, and chemical and waste management technologies in industrial sector strengthened
- 3.3. *Agence d'aménagement et de promotion des sites industriel (APROSI), Bureau de Mise a Niveau* and other companies assisted in designing and implementing sustainable industry approach for managing Diamniadio industrial park in terms of resource efficiency, chemical and waste management and renewable energy use

Component 4: Promoting investments in renewable energy, low-carbon technologies and POPs in enterprises in Dakar and in Diamniadio industrial park

- 4.1. GHG emission inventory/ Energy audit conducted for Diamniadio urban pole and an action plan for climate smart and resilient urban development elaborated and developed as NAMA
- 4.2. Enterprises in Dakar and Diamniadio industrial park implement small to medium scale pilot renewable energy and energy efficient applications and RECP measures (at least 1MW systems) and get ISO 50001 and ISO 14001 certified
- 4.3. Enterprises in Dakar and Diamniadio industrial park implement pilot projects on waste recycling, recovery and energy generation to reduce dioxin and furan emissions and hazardous waste
- 4.4. Business model designed to mobilise investments in replication and scale-up of sustainable industry approach in sustainable industrial parks
- 4.5. Pilot projects monitored, evaluated and showcased

4. Project implementation arrangements

Among the main stakeholders and partners of the project, we find:

The Directorate of Environment (DEEC) assumes the role of the GEF focal point, it chairs the technical committee to ensure that all the ongoing projects, activities under the "sustainable cities" initiatives are well coordinated in term of planning and implementation.

The Industrial Sites Development and Promotion Agency (APROSI) is an Agency through which the State is making developed sites available to industry promoters. APROSI acts in the project as a co-implementation partner, responsible of activities relating to designing and implementing sustainable industry approach for managing Diamniadio industrial park and planning of eco-industrial zones.

The Bureau de Mise à Niveau des Entreprises du Sénégal (BMN) is a public institution that was established through a government decree in 2007. BMN is primarily responsible for supporting industrial upgrading activities in Senegal. BMN acts as an execution partner and it is be responsible for the execution of component 4 of the project.

The Ministry of Industry validates the consistency with sectorial Industry and energy policies. The UNIDO co-implemented, GEF-financed project team works closely with it on activities relating the industrial parks developed by the project.

The national electricity utility (Société Nationale d'Electricité du Sénégal – SENELEC) is a state owned enterprise which has a monopoly for transmission and distribution of electricity. SENELEC is part of the steering committee.

Ministry of Energy (MOE) is responsible for the preparation and implementation of the sector policy defined by the Government of Senegal, the development of the national electrification plan, and standards applicable to the sector. The Ministry grants licenses and concessions upon the advice of the Commission of Energy Sector Regulation. It is part of the steering committee.

PNGD – National Programme for Waste Management was involved in capacity building activities but also in reaching out to the youth to mobilise interest in issues of resource efficiency, chemical waste management and energy in industry.

National Confederation of Development NGOs – CONGAD is an instrument of political, social, economic and cultural dialogue, for the strengthening of civil society in the service of development. Under the project, CONGAD was invited to activities of this project to ensure that they disseminate the information to their members.

African Institute for Urban Management – IAGU - is an international NGO specialized in research and development, technical support, training and communication.

Dakar Women Group was invited to participate in the events of the project including training and awareness raising.

5. Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (GEF) (\$)	Co-Financing (\$)	Total (\$)
Outcome 1- Demonstrate systemic impacts of mitigation options. Outcome: Policy, planning and regulatory frameworks foster accelerated low GHG development and emissions mitigation	458,716	3,000,000	3,458,716
Outcome 1.1: Countries have appropriate decision-making tools and economic approaches to promote the removal of barriers preventing the sound management of harmful chemicals and waste	1,376,147	4,580,000	5,956,147
Outcome 1.2: Innovative technologies are successfully demonstrated, deployed and transferred. To promote integrated planning and investments related to urban sustainability that results in environmental, social and economic benefits at the local and global scale.	1,376,147	4,200,000	5,576,147
Total (\$)	3,211,010	11,780,000	14,991,010

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
UNIDO <i>GEF Agency</i>	300,000	80,000	380,000
BMN <i>Private sector</i>	2,207,000	4,793,000	7,000,000
APROSI <i>Private sector</i>	0	4,400,000	4,400,000
Total Co-financing (\$)	2,507,000	9,273,000	11,780,000

Source : Project document

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	2017	2018	2019	2020	2021	2022	Total expenditure (at completion)	
								(USD/EUR)	%
2100	Contractual Services		1,585,213	297,422	241,799	60,892	77,893	2,263,219	71.8
4500	Equipment		1,555		2,376	251	81	4,263	<0.1
3500	International meetings	6,541	8,910	25,690	33	233		41,407	1.3
1500	Local travel	12,448	18,610	34,704	1,001	1,401	9,951	78,115	2.6
1700	Nat. Consult./Staff	29,316	49,268	47,486	73,428	75,993	56,728	332,219	10.5
5100	Other Direct Costs	3,552	135	10,884	7,171	6,428	4,520	32,690	1
4300	Premises			1,974	17			1,991	<0.1
1100	Staff & Intern Consultants	41,285	35,479	87,929	104,506	75,875	49,411	394,485	12.5
300	Train/Fellowship/Study	1,214	111			867	1,148	3,340	< 0.1
Total		96,373	1,701,299	508,108	432,351	223,961	201,754	3,151,729	100%

Source: Project document and UNIDO Project Management ERP database as of **10 November 2022**

Table 4. UNIDO budget allocation and expenditure by component

#	Project components	Total GEF allocation (at approval)		Total expenditure (at completion)	
		USD	%	USD/Euro	%
1	Integrated urban planning and management focusing on sustainable industrial parks	600,086	18.6		
2	Integrated POPs management and hazardous waste management in industries	217,750	6.8		
3	An enabling framework is created for implementing sustainable and resilient industrialization	422,590	13.2		
4	Promoting investments in renewable energy, low-carbon technologies and POPs in enterprises in Dakar and in Diamniadio industrial park	1,732,969	54		
5	M&E	100,000	3.1		
6	Project management	137,615	4.3		
	Total	3,211,010	100%		

Source: Project document and UNIDO Project Management ERP database as of 10 November 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 **January 2017** to the estimated completion date in **December 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 Policy³, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁴, 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/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁵ 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.

³ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

⁴ 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)

⁵ 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 Senegal.
- 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.
- (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? Is there sufficient potential for replication of similar projects within the organization?
- 6) Were the gender mainstreaming and human rights dimensions sufficiently addressed both at design and at implementation phase?

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 5. 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	<ul style="list-style-type: none"> Gender mainstreaming 	Yes
2	<ul style="list-style-type: none"> M&E: <ul style="list-style-type: none"> ✓ M&E design ✓ M&E implementation 	Yes Yes
3	<ul style="list-style-type: none"> Results-based Management (RBM) 	Yes
E	Performance of partners	
1	<ul style="list-style-type: none"> UNIDO 	Yes
2	<ul style="list-style-type: none"> National counterparts 	Yes
3	<ul style="list-style-type: none"> 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.
- Environmental and Social Safeguards⁶:** 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 table below.

Table 6. Project rating criteria

Score	Definition	Category
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⁶ 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

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 December 2022 to March 2023. 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 December 2022 to March 2023. The evaluation field mission is tentatively planned for January 2022. At the end of the field mission, 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.

After the evaluation field mission, the evaluation team leader will visit UNIDO Headquarters for debriefing and presentation of the preliminary findings of the terminal evaluation. Online presentation is to be arranged in case the visit cannot take place. 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 7. Tentative timelines

Timelines	Tasks
December 2022	Desk review and writing of inception report
December 2022	Online briefing with UNIDO project manager and the project team based in Vienna.
January 2023	Field visit to Senegal
End of January 2023	Debriefing in Vienna Preparation of first draft evaluation report
February 2023	Internal peer review of the report by UNIDO’s Independent Evaluation Division and other stakeholder comments to draft evaluation report
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 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 Senegal 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 timetable⁷.

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.

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

⁷ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.

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 (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
<p>PROJECT OBJECTIVE:</p> <p>Improve capacity to plan and implement sustainable cities practices focusing on sustainable industrial parks.</p>	<ul style="list-style-type: none"> RECP assessments are conducted for 10 enterprises 5 enterprises (5) are ISO 50001 and ISO 14001 certified Number of industries piloting the use of renewable energy technologies (5) Total installed capacity of renewable energy equipment Total amount of energy generation Total amount of POPs emissions avoided 	<ul style="list-style-type: none"> 5 2 3 0.5 MW 4214 MWh 93 µg TEQ 3369 tCO₂ 	<ul style="list-style-type: none"> 10 5 9 1 MW 8429M Wh 6738 tCO₂ 	<ul style="list-style-type: none"> Project progress report Workshop reports and number of participants Assessment report estimating the emission avoided 	<ul style="list-style-type: none"> Lack of commitment or busy work schedule of the key stakeholders Delayed project implementation 	<p>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</p> <p>Project progress will be closely monitored against the original work plan and logframe</p>

Interventions	Objectively Verifiable Indicators (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
	<ul style="list-style-type: none"> Total amount of CO2 avoided 					
Outcome 1. Strengthening of national capacities on integrated urban planning for sustainable industrial parks and participation on Global Platform for Sustainable Cities (GPSC)	A report on integrated urban planning strategy for sustainable industrial parks Number of training workshop (2) and participants (male/female: 40/20)	0 ·1 training workshop (20/10)	1 ·2 training workshop (40/20)	·Strategy report ·Workshop reports and number of participants ·Project progress report	· Key stakeholders may not be interested in the related issues	·Ensure that key stakeholders are invited to the event in advance and provided opportunities to express their concerns
Output 1.1. A strategy to guide the design, implementation and management of sustainable industrial parks and integration into urban tissue developed	A strategy on integrated urban planning strategy for sustainable industrial parks	0	1	·Strategy report	· Key stakeholders may not be interested in the related issues	·Ensure that key stakeholders are invited to the event in advance and provided opportunities to express their concerns
Output 1.2. APRESI, ADM, DGPU, architects, cities, private sector, local experts trained the integration of sustainable industrial parks in cities across the country	Number of training workshop (2) and participants (male/female: 40/20)	·1 training workshop (20/10)	·2 training workshop (40/20)	·Workshop reports and number of participants ·Project progress report	· Key stakeholders may not be interested in the related issues	·Ensure that key stakeholders are invited to the event in advance and provided opportunities to express their concerns
Output 1.3. Sustainability performance of Diamniadio industrial park measured and regularly reported	Report on best appropriate internationally recognised standards for Senegal industry Annual monitoring report of sustainable industrial parks	2	5	Monitoring reports Project progress report	Lack of technical capacities in measuring and tracking performance of sustainable industrial parks	Technical assistance will be provided
Output 1.4. Project counterparts participate in GPSC activities that include	Number of events (8) and participants (male/female: 35/15)	GPSC events :4	GPSC events :8	·Project progress report	· Key stakeholders may not be interested in the related issues	·Ensure that key stakeholders are invited to the event in advance and provided

Interventions	Objectively Verifiable Indicators (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
annual meetings, targeted training programmes						opportunities to express their concerns
Outcome 2: An integrated POPs and hazardous waste management system is designed	·A report on integrated POPs and hazardous waste management strategy for greater Dakar enterprises	1	1	·Project progress report	·Enterprises may not be cooperating in analyzing their input/output and material processes. ·	·They will be invited to the project events and the Project Steering Committee
Output 2.1. An integrated POPs and hazardous waste management strategy developed for enterprises in Dakar and Diamniadio industrial park	·A strategy on integrated POPs and hazardous waste management strategy for greater Dakar enterprises (1)	1	1	·Strategy report	Enterprises may not be cooperating in analyzing their input/output and material processes. ·	·They will be invited to the project events and the Project Steering Committee
Output 2.2. Technical assistance provided to conduct detailed feasibility studies of selected pilot projects	Number of feasibility study : 2	0	2	Feasibility reports ·Project progress report	· Lack of technical capacities	Technical assistance will be provided
Outcome 3: An enabling framework is created for implementing sustainable and resilient industrialization	RECP assessments are conducted for 10 enterprises Number of training workshop (2) and participants (male/female: 35/15)	5 1/(20/10)	10 2/(35/15)	· RECP assessment reports ·Workshop reports and number of participants ·Project progress report	Lack of technical capacities to conduct RECP assessments	·Technical assistance and training will be provided to guarantee capacities needed
Output 3.1. Environmental and resilience mapping of existing industries in greater Dakar, RECP assessments for selected enterprises conducted and technological and process upgrading opportunities promoted	·Number of report on environmental mapping of greater Dakar industries : 1 · RECP assessments are conducted for 10 enterprises	· 1 · 5	· 1 · 10	·Environmental mapping report ·RECP assessment reports ·Project progress report	· Lack of technical capacities to conduct RECP assessments	· Technical training will be provided
Output 3.2. Technical and institutional capacity of Agence de la	· Number of training workshop (2) and participants	·1 training workshop	·2 training workshop	·Workshop reports and number of participants	· Key stakeholders may not be interested in the related issues	·Ensure that key stakeholders are invited to the event in

Interventions	Objectively Verifiable Indicators (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
Maitriese de L'Energie (AEME) and other relevant stakeholders in supporting the adoption of renewable energy, resource efficiency, and chemical and waste management technologies in industrial sector strengthened	(male/female: 35/15)	(20/10)	(35/15)	·Project progress report		advance and provided opportunities to express their concerns
Output 3.3. Agence d'aménagement et de promotion des sites industriels (APROSI), Bureau de Mise a Niveau (BMN) and other companies assisted in designing and implementing sustainable industry approach for managing Diamniadio industrial park in terms of resource efficiency, chemical and waste management and renewable energy use	·Green industry approach for managing Diamniadio industrial park report (1)	1	1	· Green industry approach for managing Diamniadio industrial park report	·Lack of national expertise and capacities needed for designing and implementing green industry approach	·Technical assistance will be provided to guarantee capacities needed
Outcome 4: Increased use of renewable energy technologies and low-carbon technologies to reduce carbon intensity of industrialization and urbanization in Dakar and Diamniadio	NAMA proposal report 5 enterprises are ISO 50001 and ISO 14001 certified Number of industries piloting the use of renewable energy technologies and energy efficient measures and amount of renewable energy generated Waste Pilot facilities Total amount of energy generation	0 2 3 1 4214 MWh	1 5 9 2 8429 MWh	Operators' records on recycling Operators' records on waste recovery Operators' records on energy generation Certification reports Project progress report	Key stakeholders may not be interested in the related issues	Ensure that key stakeholders are invited to the event in advance and provided opportunities to express their concerns

Interventions	Objectively Verifiable Indicators (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
Output 4.1. GHG emission inventory/ Energy audit conducted for Diamniadio urban pole and an action plan for climate smart and resilient urban development elaborated and developed as NAMA	· GHG Inventory report (1) · NAMA report (1)	0 0	1 1	·GHG inventory report ·action plan report ·NAMA document	· Lack of technical capacities to perform territorial inventory · Difficulty in collecting data needed for the inventory	· Technical assistance will be provided to guarantee capacities needed · Stakeholders engagement in data collection and validation of NAMA designs
Output 4.2. Enterprises in Dakar and Diamniadio industrial park implement small to medium scale pilot renewable energy and energy efficient applications and RECP measures (at least 1 MW systems) and get ISO 50001 and ISO 14001 certified;	Number of industries undertaking energy audits Renewable energy and low-carbon technology options applicable to Diamniadio identified and promoted Number of industries implementing small to medium scale pilot RE applications and energy efficient measures (5); Number of new industries ISO 50001 and ISO 14001 certified (5);	5 3 2	10 9 5	·Energy audit reports ·ISO 50001 certification reports ·ISO 14001 certification reports ·Project progress report	·Enterprises may not be interested in implementing environment and energy management systems · Lack of expertise to assist enterprises in getting ISO 50001 and ISO 14001 certified·	·They will be invited to the project events and the Project Steering Committee · Technical training will be provided
Output 4.3. Enterprises in Dakar and Diamniadio industrial park implement pilot projects on waste recycling, recovery and energy generation to reduce dioxin and furan emissions and hazardous waste	·Number of waste recovery and energy generation facility pilot (2) ·Total amount of waste recycled ·Total amount of waste recovered ·Total amount of energy generation	1	2	·Operators' records on recycling ·Operators' records on waste recovery ·Operators' records on energy generation	· Lack of technical capacities in processing waste recycling and recovery technologies	· Technical assistance will be provided to guarantee capacities needed
Output 4.4. Business model designed to mobilise investment in replication and scale-up of sustainable industry approach in sustainable industrial parks	Business model report on management of sustainable park and industrial application of small to medium scale renewable energy based systems (1)	0	1	· Business model report	· Difficulty in collecting data	Stakeholders engagement in data collection

Interventions	Objectively Verifiable Indicators (Goals)	Targets		Means for Verification	Major Risks/ Assumptions	Mitigation Measures
		Mid-term	End of Project			
Output 4.5. Pilot projects monitored, evaluated, and showcased	Number of projects monitored, evaluated and showcased: 2 Best practice manual : 1	0 0	2 1	·Project progress report Best practice manual	· Lack of technical capacities	Technical assistance will be provided
Outcome 5. Project progress properly monitored and evaluated	·Project steering committee established considering the gender balance ·Project Progress Reports (2) ·Evaluation Report (1)	1 1 0	1 2 1	·Project steering committee announcement ·Progress reports ·Evaluation report	·Evaluation may be delayed due delayed project implementation	·High-level political commitment will be sought at the inception phase of the project
Output 5.1. Project results regularly monitored and reported in line with GPSC time frames	·Project steering committee established considering the gender balance (male/female) ·A project office established with each member's responsibility clearly described in job descriptions · Project progress monitored and work plan prepared	1 1 1	1 1 2	·Project steering committee announcement ·Terms of reference and contract ·Progress reports	· Weak political commitment and support to the establishment of project steering committee and project office	· High-level political commitment will be sought at the inception phase of the project
Output 5.2 Mid-term review and independent terminal evaluation conducted	Evaluations adequately conducted according to the GEF's standard	1	2	Evaluation report	· Evaluation may be delayed due delayed project implementation	· Project progress will be closely monitored against the original work plan and logframe

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:	Missions to Vienna, Austria and Senegal
Start of Contract (EOD):	1 st January 2023
End of Contract (COB):	31 st March 2023
Number of Working Days:	35 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IEU) 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/IEU 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 technical 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 technical 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 	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. 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 	3 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	Through skype
<p>4. Conduct field mission to Senegal ⁸.</p>	<ul style="list-style-type: none"> Conduct meetings with relevant project 	12 days	(specific project)

⁸ 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
	stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; <ul style="list-style-type: none"> • 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. 		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"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	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"> • Draft evaluation report. 	11 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"> • Final evaluation report. 	2 days	Home-based

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 Senegal is an asset
- 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 is an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies is 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 [Senegal]
Start of Contract:	[1 st January 2023]
End of Contract:	[31 st March 2023]
Number of Working Days:	32 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IEU) 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/IEU 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 (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	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	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>leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	A stakeholder mapping, in coordination with the project team.		
<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. 	2 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Conduct the translation for the Team Leader, when needed.</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. 	12 days (including travel days)	In Senegal
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) 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. 	8 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 and competency in the field of renewable energy and urban planning
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- 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 in French 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

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