UNIDO

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent final evaluation

Global Quality and Standards Programme (GQSP)

UNIDO Project No.: 170032

JULY 2023

Table of Contents

I.   Project background and overview

1. Project factsheet

Project title	Global Quality and Standards Programme, GQSP
UNIDO project No. and/or ID	170032
Region	Global
Countries	Albania, Colombia, Costa Rica, Georgia, Ghana, Indonesia, Kyrgyzstan, Peru, Philippines, South Africa, Ukraine, and Vietnam
Planned implementation start date	01.11.2017
Planned implementation end date	31.10.2022
Actual implementation start date	01.12.2017
Actual implementation end date	30.11.2023
Implementing agency(ies)	UNIDO
Executing partner(s)/entity(ies)	n/a
Donor(s):	Switzerland, through the State Secretariat of Economic Affairs (SECO)
Total project allotment	EUR 16,336,035 equal to CHF 18,149,455 (incl. 13% Programme Support Costs)
Total co-financing at design (in cash and in-kind)	N/A
Materialized co-financing at project completion (in cash and in -kind)	N/A

(Source: Project document)[1]

---

[1] Project information data throughout these TOR are to be verified during the inception phase.

2. Project context

Background

Global trade is growingly embedded within value chains, influenced by new technologies and is increasingly governed by quality and standard requirements. Despite the opportunities induced by trade liberalization and the efforts made by developing countries to strengthen integration into the world trade system, exporters from many developing and middle-income countries struggle to meet market requirements and thus substantially increase their access to global markets.

Exporters from developing countries, in particular Small and Medium-sized Enterprises (SME), face substantial challenges to meet and prove conformity with market entry requirements, thus facing Technical Barriers to Trade (TBT) that hinder their ability to compete. Import rejections rates in major global markets clearly mirror systemic deficiencies in many developing countries in terms of compliance with requirements, and this is especially true for middle-income countries, which account for the bulk of import rejections in major markets. Such rejections result in financial losses for the producers and can seriously damage the reputation of their home country, in both cases affecting their competitiveness. These situations can be overcome with better quality products, which have been tested, inspected and, if possible, certified, through an internationally recognized accredited body.

In order to gain and maintain access to international trade and benefit from global markets, standards compliance and proof of conformity are essential. To ensure standards compliance, countries need to establish an effective, efficient and internationally recognized Quality Infrastructure System (QIS), so that firms can assess and verify the conformity of their products against the requirements (standards) of application, being the results internationally acceptable. Thus, QI becomes an issue of importance for the industry, regulators and trade negotiators, with implications at macro, meso and micro levels.

UNIDO/SECO Cooperation

SECO and UNIDO have been cooperating in providing trade-related technical assistance for more than 15 years, supporting partner countries to increase their international competitiveness through a stronger National Quality Infrastructure System and compliance with international standards. The Global Quality and Standards Programme (GQSP) consolidates UNIDO-SECO interventions on quality and standards compliance within one programme, adding the benefit of a global component facilitating synergies and enhancing coherence among the interventions.

In the past, joint projects on standards compliance have been conducted in different countries with no formal cross-linkages between them to capitalize on experiences and overall knowledge. Henceforth, SECO and UNIDO want to achieve a more comprehensive impact by implementing a coherent programmatic approach. The GQSP is the first programme of its kind developed and implemented to achieve higher impact at a programme level.

GQSP Overview

The GQSP was formulated in 2017 as a result of long-standing cooperation between SECO and UNIDO. UNIDO and Switzerland signed a Letter of Agreement at the opening of UNIDO's 17th Session of the General Conference to further strengthen their strategic partnership in the field of trade and competitiveness to facilitate inclusive and sustainable development in partner countries.

The overall objective of the programme is to strengthen the quality and standards compliance capacity in SECO partner countries to facilitate market access for SMEs by working in emblematic value chains per country. The total budget of the GQSP is CHF 18,149,455 (incl. 13% support costs), equal to € 16,336,035. SECO contribution is provided in CHF, all projects are implemented in EUR.

This programme supports countries to align the demand for and supply of quality services required to prove and verify the quality of products, through:

1 Strengthening the technical competence and sustainability of the National Quality Infrastructure System,
2 Enhancing SME compliance with international standards and technical regulations, and
3 Raising awareness for quality through advocacy and knowledge dissemination.

The programme is structured around three components, one on global knowledge management (C1), one on country projects (C2) and one on programme management, monitoring and evaluation (C3).

Nine countries have been selected for country projects under component 2, based on SECO priority countries and UNIDO country assessments (Albania, Colombia, Ghana, Indonesia, Kyrgyzstan, Peru, South Africa, Ukraine and Vietnam). All country projects are expected to address the three outcomes of the programme and are structured accordingly.

In addition to these full-fledged country projects, the possibility of special measure interventions (under Component 2) has been explored in five countries, Georgia, Costa Rica, Philippines, Bolivia and Guatemala. Project proposals for Georgia, Costa Rica and the Philippines have been approved and implementation started in 2020 and 2021 respectively. The table below provides a summary of countries, starting dates, project budgets and value chains selected for support.

Country	Start	End date	SECO contribution (EUR)*	Value Chain(s)
Albania	May 2022	Nov 2023 (module 1)	1,840,000	▪ Medicinal & aromatic plants ▪ Fruits & vegetables
Colombia	Apr 2019	Nov 2023	2,700,500	▪ Chemicals
Costa Rica	Feb 2021	Oct 2023	380,000	▪ Beef
Georgia	July 2020	Nov 2022	350,000	▪ Fruits & vegetables
Ghana	Aug 2019	Aug 2023	1,304,000	▪ Cocoa ▪ Cashew ▪ Oil palm
Indonesia	July 2019	Jun 2023	2,929,000	▪ Fish ▪ Seaweed
Kyrgyzstan	Oct 2019	Nov 2022	864,500	▪ Fruits
Peru	Jan 2019	Nov 2023	2,325,000	▪ Cocoa ▪ Coffee
Philippines	Jul 2021	Nov 2023	359,500	▪ PPE
South Africa	Sept 2018	May 2023	1,378,000	▪ Essential & vegetable oils
Ukraine	Sept 2019	Nov 2023	1,060,000	▪ Wood
Vietnam	Mar 2020	Jun 2023	1,040,000	▪ Mango

Numbers rounded to the nearest hundred

The project document and GQSP monitoring and evaluation framework foresee regular monitoring, an independent mid-term review (MTR) and a terminal evaluation (TE).

Following the success of the first phase, UNIDO and SECO also agreed to a second programme phase. The second programme phase officially started on 1 December 2022, while the first phase will conclude on 30 November 2023, allowing for a smooth transfer between the phases. Based on the recommendations of the mid-term evaluation and the result of an assessment of the country projects implemented under the first phase of GQSP, the following countries will be included in the second phase of the programme:

Country	Estimated start date	SECO contribution (EUR)
Albania	Dec 2023 (module 2)	1,356,000 (module 2)
Colombia	Dec 2023	1,130,000
Indonesia	Jul 2023	2,260,000
Peru	Dec 2023	1,469,000
South Africa	Jun 2023	1,469,000
Ukraine	Dec 2023	1,243,000
Vietnam	Jul 2023	1,469,000
Small-scale interventions	TBD	904,000

3. Project objective

The overall objective of the GQSP is to strengthen the quality and standards compliance capacity to facilitate market access for SMEs. The Programme will pursue three outcomes, thus responding to the main compliance challenges identified for developing countries:

- *Outcome 1: Technical competence and sustainability of the National Quality Infrastructure System enhanced.* Institutional strengthening of key institutions and relevant public-private support institutions through capacity building, use of best practices, skills development, and implementation of management systems to ensure quality and international recognition of their services.

- *Outcome 2: SME compliance with international standards and technical regulations enhanced.* Improving compliance capacity through specialized training, capacity building and preparation for certification, strengthening of cluster networks and quality consortia as well as relevant support institutions.

- *Outcome 3: Awareness of quality is enhanced.* Advocacy, up-scaling of knowledge dissemination, and advice for informed policy decisions on standards compliance and support for policy development.

The three programme outcomes are achieved through two Components:

1   Global Knowledge Management (Component 1: C1)
2   Country Projects (Component 2: C2)

A third component (Component 3: C3), relating to programme management and coordination, is considered in reporting and budget structure. The graph below illustrates the interrelation between the two technical components of the GQSP (Figure 2).
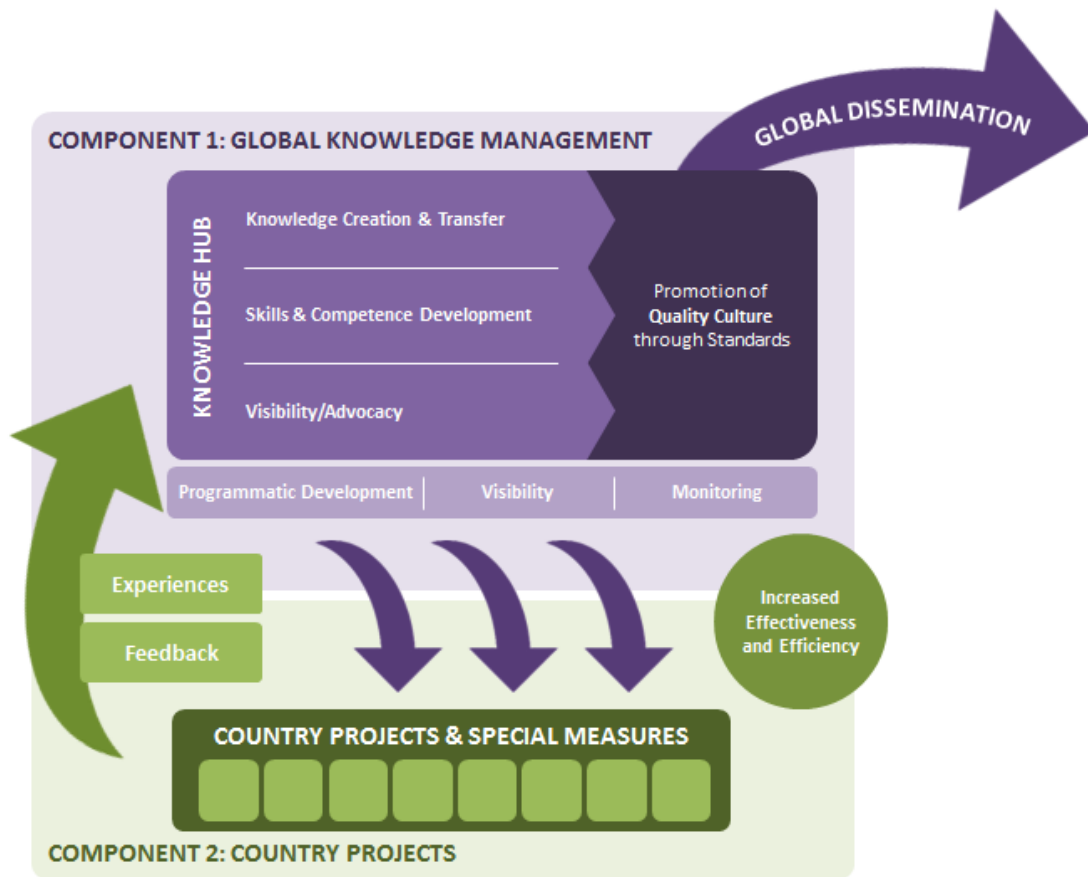
Figure 1: Global Programme

Component 1: Global Knowledge Management (C1)

C1 is a strategic and transversal component with the objective to generate and disseminate knowledge from research and past endeavors, which can be used to tackle quality and standards related challenges. This knowledge will be globally disseminated to country projects within the C2 and to the general public through an online platform hosted by UNIDO – the Knowledge Hub. C1 will have a direct feedback link with C2 by responding to the common needs in line with the three outcomes of the programme. C1 will support the development of skills and competencies and provide visibility and advocacy of the tools produced. It will be a catalyst to achieve greater effectiveness while optimizing efficiency in the use of resources. The benefits of C1 will exceed the GQSP framework and serve as a useful global public good for future quality and standard-related programmes and strengthen the cooperation with other organizations working within this field.

Component 2: Country Projects (C2)

C2 will address country-specific standards and quality compliance issues by implementing tailor-made interventions for:

Type 1: Priority country projects (3-4 years) will address standard compliance challenges in a holistic and tailor-made manner and intervene on all three outcome levels, giving priority according to country needs in one or a limited number of specific sectors, with a focus on value chains.

Type 2: Special measures (1-2 years) will consist of short-term strategic activities in the area of standards compliance and quality. It will be limited in scope and focus on targeted issues, not necessarily intervening on all three outcome levels.

7

In both types, coordination with existing projects – thematic or country – will be actively promoted, to avoid overlaps and create synergies.

Component 3: Programme Coordination, Monitoring and Evaluation

C3 of the GQSP was introduced to reflect activities related to project coordination, including monitoring, reporting and evaluation, as well as activities related to overall programme visibility and communication.

Expected Results

The following are, in brief, some of the expected results of the project/programme:

C1: Global Knowledge Management
Outcome 1: Technical competence and sustainability of the National Quality Infrastructure System enhanced.
   o Global issues and trends in standards compliance and identified, analyzed and disseminated.
   o Good practices on Quality Infrastructure Systems shared.
Outcome 2: SME compliance with international standards and technical regulations enhanced.
   o Knowledge to support SMEs in enhancing their capacity to comply with standards created and disseminated.
   o Competencies and skills of SMEs enhanced through e-learning.
   o Lessons learned from country projects identified, analyzed and disseminated.
Outcome 3: Awareness of quality is enhanced.
   o Advice for informed policy decision-making on standards compliance and support for policy development provided.
   o Activities to raise quality awareness developed.

C2: Country Projects
Outcome 1: Technical competence and sustainability of the National Quality Infrastructure System enhanced.
   o In-depth analysis of the capacity of the QI institutions and service providers was conducted and an action plan was prepared.
   o Technical competence of the QI at the institutional level strengthened.
   o Technical competence of the QI at the service provider's level strengthened.
Outcome 2: SME compliance with international standards and technical regulations enhanced.
   o In-depth analysis/assessment of the relevant market requirements conducted and action plan prepared.
   o Technical assistance in the form of advice to SMEs to enhance their capacity to comply with the standards provided.
   o Targeted training to SMEs to enhance capacity to comply with standards provided.
   o Clusters among VC actors were promoted.
Outcome 3: Awareness of quality is enhanced.
   o Advice for informed policy decision-making on standards compliance and support for policy development provided.
   o Activities to raise quality awareness developed.

Further information on implementation progress, budget and implementation arrangements is given in Annex 8.

II. Purpose and scope of the evaluation

The purpose of this terminal evaluation (TE) is to independently assess the Global Quality and Standards Programme to help UNIDO improve the performance and results of future programmes and projects. This programme will come to an end on 30 November 2023 and a second phase has already been initiated. This TE covers the first phase of the project from December 2017 to date and its recommendations are envisaged to address potentially necessary adjustments for the implementation of activities of the second phase programme, with an end date in November 2027.

The evaluation has three specific objectives:

1. Assess the programme performance in terms of relevance, coherence, effectiveness, efficiency, impact, and sustainability[2];
2. Identify key learning to feed into the implementation of the second phase, particularly with a view to improving the impact of country interventions as part of a global programmatic approach;
3. Develop a series of findings, lessons and recommendations for enhancing the design of future programmes and projects by UNIDO keeping in mind the integration of UNIDO services (energy and resource efficiency; circular economy; and digitalization) and global UN System developments (co-operation with UN System agencies and integration into UN Sustainable Development Cooperation Frameworks).

Considering that, due to the pandemic, field missions to participating countries could not take place during the independent mid-term evaluation, the TE will focus on six in-depth GQSP country interventions. A pre-selection of countries to visit has been undertaken by the programme management team and evaluation manager taking into consideration criteria such as inclusion in Phase II; long-term UNIDO engagement and phase out; small-scale and large-scale interventions; geographic distribution; perceived positive and negative results feedback; coherence with other on-going UNIDO or SECO-funded programmes. The countries preliminarily selected for in-depth assessment are: South Africa, Ghana, Indonesia, Vietnam, Colombia and Peru. The methodology to be used will be determined during the inception phase. All final arrangements will be undertaken in close consultation with the programme management and SECO teams.

In view of the limited time and resources available, the TE will not examine the full spectrum of programme activities, achievements and drawbacks or be able to conduct extensive quantitative surveys of all programme countries. Rather, the TE will pursue a stratified approach to provide a more in-depth analysis of a few selected countries. This approach will, however, not preclude a portfolio review of all country data and the collection of some primary data for all the non-visited countries. The inception report may suggest a categorization of the programme countries, e.g. countries with missions; countries with online interviews; and, countries with written questionnaires.

In applying a forward-looking approach, and in responding to programme management's quest for learning the focus of the TE is on assessing the coherence of the ***programmatic approach***

---

[2] As per new DAC evaluation criteria:
https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

and its impact on country interventions and global activities (compared to traditional technical cooperation with independent country projects). This includes:

- Impact and value added of global knowledge management tools and activities (component 1), incl. positive spillover effects beyond the subject programme (e.g. global public goods, advocacy).
- Impact of interventions at the country level (based on selected countries) (component 2).
- Impact of special measures / small-scale interventions (component 2).
- Synergies created and used between country projects.
- Synergies created and used between the Global Knowledge Management component and the country projects.
- Streamlining of procedures (ProDocs, approaches, etc.) within UNIDO and stakeholders (beneficiaries, donors, etc.) and related efficiency gains.

Through its assessments, the Evaluation Team (ET) will enable UNIDO, SECO and other stakeholders and counterparts to verify ***prospects for development impact and sustainability***, providing an analysis of the attainment of global objectives, programme objectives, delivery and completion of programme outputs/activities, and outcomes/impacts based on indicators.

The learning from the TE can inform the programme management team whether the programme (through its two phases) is likely to achieve its main objective, to what extent the programme is still relevant and coherent, and, whether it sufficiently considers sustainability and scaling-up factors for an increased contribution to sustainable results and further impact.

III. Evaluation approach and methodology[3]

The evaluation will be conducted in accordance with the UNIDO Evaluation Policy[4] UNEG Norms and Standards for evaluation and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle[5].

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the programme will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit on the conduct of the evaluation and methodological issues.

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

The theory of change, which has been developed in a consultative process by the project management team, identified causal and transformational pathways from the programme outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieving

---

[3] Due to the global COVID-19 pandemic, the evaluation will be conducted in line with overall UNIDO guidance and rules responding to the global crisis, thus prioritizing the health and safety of all parties involved.

[4] UNIDO. (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, dated 21 September 2021)

[5] UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle partially superseded by UNIDO/DGB/(P).130 and UNIDO/DGAI.21

them. The validity of the existing theory of change will be tested by the external evaluators and adapted, if necessary, to benefit the implementation of the second phase and the design of future programmes, particularly with a view to integrating environmental sustainability practices and new ways of using digitalization.

1. Data collection methods

The evaluation will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, statistical analysis, individual interviews, focus group meetings/discussions, surveys and direct observation. The specific mixed methodological approach will be described in the inception report. The evaluation team will develop interview guidelines. Interviews can take place either in the form of focus group discussions or one-on-one consultations.

The 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 evaluation report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence;
- Notes from meetings of committees involved in the project.

(b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the project; and
- Representatives of donors and government counterparts.

(c) **Progress review of** GQSP country projects:
- Review of results achieved by the projects, including interviews of actual and potential beneficiaries in the private sector and civil society;
- A portfolio review of all relevant documents (project documents, progress reports, etc.) related to the country projects;

(d) **Interviews** with the relevant UNIDO Country Office representatives, as well as representatives of subject-related UN System agencies and UN Resident Coordinator's Offices to the extent that they were involved in, or aware of, the project, and the project's management members and the various national and sub-regional authorities dealing with project activities as necessary.

(e) **Other interviews, surveys or document reviews** as deemed necessary by the evaluation team and/or by the Independent Evaluation Unit for triangulation purposes.

2. Evaluation of key questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

1) Relevance: Is the intervention doing the right thing? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
2) Coherence: How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
3) Effectiveness: Is the project/programme achieving its objectives?

4) Efficiency: How well are resources being used? Has the project/programme delivered results in an economical and timely manner?

5) Impact: What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?

6) Sustainability: Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

Table 5 below provides the key evaluation criteria to be assessed by the evaluation. Detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO's Evaluation Manual.

Table 5. Summary of project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	**Progress to Impact**	**Yes**
B	**Project design**	**Yes**
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	**Project performance and progress towards results**	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	**Gender mainstreaming**	Yes
E	**Project implementation management**	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	**Performance of partners**	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	**Environmental and Social Safeguards (ESS), Disability and Human Rights**	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	**Overall Assessment**	Yes

Whereas the evaluation will mainly focus on the achievement of expected results indicated in the programme's logical framework, the inception report will scope out and provide more focus concerning the set of questions to address during the evaluation, and taking into consideration the overall evaluation objectives and priorities.

Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit 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
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 July to November 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) Field mission 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 a management response sheet, and publication of the final evaluation report on UNIDO website (by EIO/IEU).

V. Time schedule and deliverables

The evaluation field missions are tentatively planned for September/October 2023. At the end of the field missions, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this programme in the country. The tentative timeline is provided in the table below.

After the evaluation field missions, 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 no later than four weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit and other stakeholders for comments.

The evaluation team 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/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
July	Desk review
July/August	• Preparation of Inception report (incl. evaluation matrix) • Online briefing with UNIDO project manager and the project team based in Vienna.
September/October	• Data collection, incl. interviews, and field visit to max. 6 selected countries • Presentation to national stakeholders
November	• Debriefing online • Finalization of a first draft evaluation report
November/December	• Internal peer review of the report by UNIDO's Independent Evaluation Unit and factual validation by other stakeholders • Incorporation of comments to draft evaluation report
December	Final evaluation report

VI. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader, one international quality infrastructure expert with evaluation experience, and one Spanish-speaking evaluator as a team member. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender, as well as language skills. All three consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

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 units in the selected countries to be visited will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit 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 resource persons and provide support to the evaluation team and the evaluation manager.

VII.   Reporting

Inception report

These terms of reference (ToR) provide 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, an 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 timetable[9].

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (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 in the draft report will be sent to UNIDO's Independent Evaluation Unit 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 feedback 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 the 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 Unit. Quality assurance is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO

evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

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 Unit 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 Unit, which will circulate it within UNIDO together with a management response sheet.