



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**MAINSTREAMING CLIMATE CHANGE ADAPTATION THROUGH WATER
RESOURCE MANAGEMENT IN LEATHER INDUSTRIAL ZONE
DEVELOPMENT**

UNIDO Project No.: 150052

GEF Project ID: 5666

| 10/2023 |

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Acronyms

| | |
|--|-------|
| Climate change | CC |
| Climate change adaptation | CCA |
| Combined Effluence Treatment Plant | CETP |
| Executive Agreement | EA |
| Global Environment Facility | GEF |
| Government Institute of Leather Technology, Gujranwala | GILT |
| Independent evaluation | IE |
| Leather Products Development Institute, Sialkot | LPDI |
| Leather Working Group | LWG |
| Ministry of Climate Change | MoCC |
| Ministry of Industry | Mol |
| Project management unit | PMU |
| Sialkot Chamber of Commerce and Industry | SCCI |
| Sialkot Tannery Association (Guarantee) Limited | STAGL |
| Sialkot Tannery Zone | STZ |
| Terminal evaluation | TE |
| United Nations Industrial Development Organization | UNIDO |

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

| | |
|--|--|
| Project Title | Mainstreaming Climate Change Adaptation (CCA) through Water Resource Management in Leather Industrial Zone Development |
| UNIDO ERP ID and/or project No. | 150052 |
| GEF project ID | 5666 |
| Region | Asia and Pacific |
| Country/-ies | Pakistan |
| GEF focal area(s) and operational programme | Climate Change Adaptation GEF 5 |
| GEF implementing agency(ies) | UNIDO |
| GEF executing partner(s) | Sialkot Tannery Association Guarantee Ltd (STAGL) – Lead Executing Partner Ministry of Climate Change (MoCC) |
| Project size (FSP, MSP, EA) | Full-sized Project |
| Project CEO endorsement / Approval date | 10 December, 2015 |
| Project implementation start date (first PAD issuance date) | 04 March, 2016 |
| Expected implementation end date (indicated in CEO endorsement/Approval document) | 04 March, 2020 |
| Revised expected implementation end date | 04 March, 2024 |
| GEF project grant (excluding PPG, in USD) | 3,310,000 |
| GEF PPG (in USD) | 90,000 |
| UNIDO co-financing (in USD) | 250,000 |
| Total co-financing at GEF CEO endorsement (in USD) | 14,450,000 |
| Total project cost (excluding PPG and agency support cost, in USD; i.e., GEF project grant + total co-financing at CEO endorsement) | 14,700,000 |
| Mid-term review date | May-July 2020 |
| Planned terminal evaluation date | November 2023 to March 2024 |

(Source: Project document, UNIDO ERP system)

¹ Data to be validated by the Consultant

2. Project context

Pakistan is situated in the arid and semi-arid regions of the world and remains severely impacted by the negative effects of climate change (CC). The drought and excessive floods (2010-2011) have raised the enormity of dealing with the issue.

While CC is expected to increase vulnerabilities in temperature, precipitation, water, agriculture, urbanisation, livelihoods, and communities, the government is ill-prepared to handle the situation, and the lack of urban planning combined with the rapid industrialization and urbanization of Sialkot, has caused a major threat to its environment. Toxic industrial and non-industrial waste poses a real threat to resources (e.g. soil, groundwater, etc.), as does the lack of effluent treatment facilities. The lack of waste water treatment, especially during floods, may contaminate farm land and hamper successful harvests and farmers' income. In recent years, this problem has been addressed, but the majority of the people, especially the rural communities, are still unaware of the dangers and threats they are exposed to. Concerted efforts for the timely implementation of adaptation measures are needed in order to prepare and protect the already poor and vulnerable population from the worst impacts of CC.

Most industries discharge their polluted effluents directly into the storm drains without any pre-treatment. This includes wastes from leather tanning industries. As a result, the natural water bodies have turned into putrid and toxic gutters and are the reason for water borne diseases. Solid waste also finds its way into the natural water resources, which are used for irrigation. A chemical analysis reveals that there are traces of heavy metals such as chromium and nickel found in vegetables and fruits.

The leather sector is an important employment opportunity for the people and therefore the negative environmental effects are often neglected. Tanneries use and pollute large quantities of water; fertile soil is contaminated, and the toxic substances used in leather production often cause skin diseases for the employees. The inefficient water use in the tanneries forces farmers to minimize their irrigation efforts or to use the polluted water. None of the 250 tanneries scattered around Sialkot in 10 clusters have an appropriate waste water treatment facility.

The threat to the sustainability of leather exports and foreign exchange revenues for Pakistan can already be seen through the decline in exports in recent years. The critical requirements for international trade and exporting leather goods relate to environmental and social compliance. Potential buyers anywhere in the world are forced to comply with their national laws and can and will only import goods from manufacturers who possess internationally accredited certifications.

Due to missing policy and lack of flood management measures, as well as, non-existing treatment facilities, agricultural land is contaminated, especially during flood events. Most likely this also affects ground water and irrigation schemes, again putting more stress on rural farmers. Considering that, due to CC, more frequent and more severe flood events will occur, there is an urgent need to introduce adaptation measures in order to build resilience against water stress and reduce the vulnerability of the population in Sialkot. At present there is no controlled and monitored treatment of discharged effluents and tannery waste water. Those effluents are either

collected in pounds around the factories or discharged into unlined drains or even into irrigation channels, polluting the crops. Solids & sludge accumulate in these drains causing blockages and localized flooding of adjacent agricultural land. This hampers appropriate development of the tanning industry in Sialkot and compliance with international buyer requirements.

3. Project objective and expected outcomes

One major step in addressing the problem of 250 (scattered) tanneries that do not have appropriate environmental facilities in place, is the construction of a concentrated tannery zone, i.e. the STZ in Sialkot and with it, the establishment of a CETP and common waste management system. This intervention is intended to contribute towards the greening of the leather production system in Pakistan to ultimately satisfy the prerequisites for the survival and growth of this export-oriented sector, which is vital for Pakistan's economy and for conserving the region's agricultural land.

The STZ establishment is a mega development project executed as a Public Private Partnership (PPP) and amounting to around 47 Million USD (costs are comprised of land, building of infrastructure, utilities, treatment facilities, and relocation of tanneries). The financing of the conveyance system, STZ infrastructure, civil works on the CETP, and fees of various experts, etc. have been considered as co-financing for this project.

The private sector is being represented by a non-profit organization, called the Sialkot Tannery Association (Guarantee) Limited (STAGL). The STAGL was established to lay out, establish, and maintain the STZ to resolve the environmental problems and to meet the requirements of WTO/ISO 9000 for the industries engaged in leather tanning/manufacturing. STAGL has specifically been established for the baseline project and land has been purchased with financing from the Government of Punjab (75% of the cost of land has been covered by a soft loan from the government and 25% from the private sector). The main purpose of this baseline project is to move the scattered tannery industry from the heart of the city to a single cluster (zone) with improved industrial and business facilities and further, to make Sialkot city clean and unpolluted from harmful chemicals and waste that are used in the tannery industry. The project, which has now reached an advanced stage, aims to encourage focused industrial growth in Sialkot.

STAGL invited applications from prospective investors and submitted one-fourth of the cost of the acquisition of land for the project to the Government. The Government of Pakistan provided three fourth of the cost as an interest-free loan. The land (384 acres) was acquired by the GoP and transformed according to STAGL's requirements. 50 of these acres are allotted for foreign investors. The physical possession of the land and the planning process is already in advanced states.

The programme activities are implemented through three core components:

| # | Component | Expected result |
|---|---|--|
| 1 | Mainstreaming CCA and Gender Equality for Adaptation into Urban and Rural Development Planning | Climate resilient urban development in Punjab/Sialkot District and reduced vulnerability of rural, urban, and other communities affected by CC (e.g. droughts, floods) through improved adaptation measures – water retention, flood management, etc. |
| 2 | Climate Change Resilience Building of Vulnerable Communities and Leather Business Owners | Increased awareness among targeted community groups and leather business owners on CCA concepts/practices and dissemination of information and expansion of the CCA strategy and project benefits. |
| 3 | Sialkot District and Sialkot urban plan implementation, dissemination of information, demonstration of safe, affordable, and advanced technology for water treatment and water conservation in the pilot Sialkot Tannery Zone (STZ) | Increased resilience of the most vulnerable groups in rural and urban areas by introduction of advanced, safe, affordable, and resource efficient technologies for water and waste water treatment within leather industries in the STZ, thereby preserving water availability for agricultural use. |
| 4 | Quality Control Monitoring and Evaluation | The project is quality controlled and monitored accordingly. |

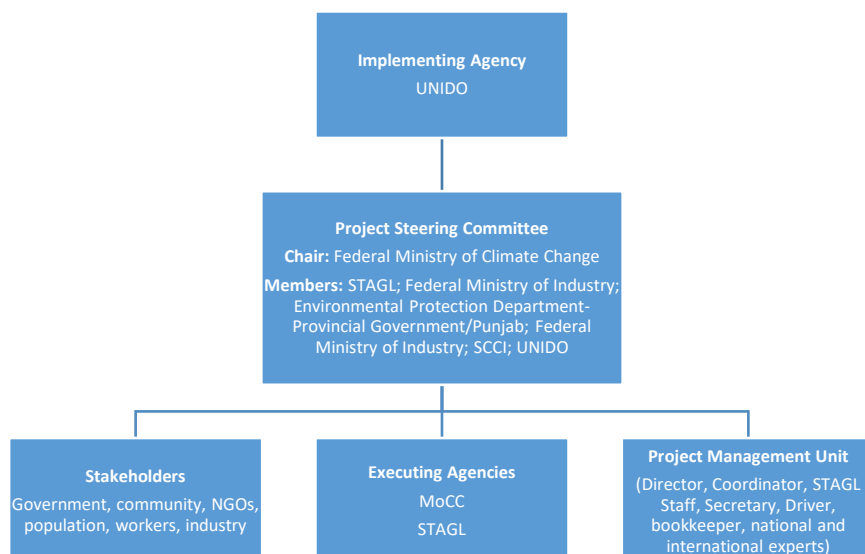
4. Project implementation arrangements

Location of the project

The geographical location of the STZ is near the village Khumbranwala, approx. 13 km from the District Government Headquarters, Sialkot, and about 5 km from Sialkot International Airport. The project area falls under the jurisdiction of Union Council No. 32 of Tehsil Sialkot and Union Council No. 6 of Tehsil Sambrial. The geographical coordinates of the site are 32032'57.41"N; 74024'54.23"E.

Project organigram

The below diagram represents the project structure:



Main stakeholders

The project engages several stakeholders:

| Sr. No | Category | Stakeholder |
|--------|---------------------|---|
| 1 | Implementation | UNIDO |
| 2 | National | MCC |
| 3 | Executing Partner | STAGL |
| 4 | National Government | Environment Protection Department (EPD), Provincial Government, Punjab |
| 5 | | Irrigation Department, Provincial Government, Punjab |
| 6 | | Federal Ministry of Industries (MoI) |
| 7 | | Federal Ministry of Commerce (MoC) |
| 8 | Local Government | District Authorities |
| 9 | Private Sector | Sialkot Chamber of Commerce and Industry (SCCI) |
| 10 | | Industry Owners |
| 11 | | Technology providers |
| 12 | | Agriculture-dependent communities, including farmers |
| 13 | NGO/Civil Society | NGOs and non-profit organizations (IULTCS, LWG, ICT, CDC, WWF) |
| 14 | Other Partners | Training Institutions / Providers (Government Institute of Leather Technology, Gujranwala (GILT); Leather Products Development Institute, Sialkot (LPDI)) |

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

UNIDO undertook a mid-term evaluation in September 2020. The overall objective of the mid-term report was to independently assess the project and provide the project management team with feedback on the

project's performance so far, along with identifying early risks to progress toward results and project outcomes. The evaluation covered the criteria of Relevance, Effectiveness, Efficiency, Sustainability, and Impact. In addition, the Project Design, Project Management, Planning, Monitoring and Reporting, Finance/Co-Finance, Stakeholder Engagement, Environmental and Social Safeguards, Performance of Partners, and Gender Mainstreaming were also reviewed. Accordingly, a set of conclusions and recommendations has been provided to inform future programming.

The following table provides an overview of the project's performance ratings.

| EVALUATION CRITERIA | | RATING |
|---------------------|---|----------------------------------|
| A. | PROJECT DESIGN ASSESSMENT | |
| 1. | Project Design | Moderately Satisfactory |
| 2. | Project Results Framework/Logframe | Moderately Satisfactory |
| B. | PROJECT PERFORMANCE AND PROGRESS TOWARD RESULTS | |
| 1. | Relevance | Highly Satisfactory |
| 2. | Effectiveness and Progress Toward Results | Moderately Unsatisfactory |
| 3. | Efficiency | Moderately Unsatisfactory |
| C. | PROJECT IMPLEMENTATION MANAGEMENT | |
| 1. | Project Management | Satisfactory |
| 2. | Results-based Work Planning, Monitoring and Evaluation Systems, Reporting | Moderately Satisfactory |
| 3. | Financial Management and Co-finance | Moderately Unsatisfactory |
| 4. | Stakeholder Engagement and Communication | Satisfactory |
| D. | SCALE-UP, SUSTAINABILITY AND RESILIENCE | Moderately Unsatisfactory |
| E. | GENDER MAINSTREAMING | Satisfactory |
| F. | ENVIRONMENTAL AND SOCIAL SAFEGUARDS | Moderately Satisfactory |
| G. | PERFORMANCE OF PARTNERS | Moderately Satisfactory |
| H. | REMAINING BARRIERS TO ACHIEVING THE PROJECT EXPECTED RESULTS | |
| | OVERALL PROJECT RATING | Moderately Unsatisfactory |

The mid-term review provided a set of recommendations to course correct and mitigate risks to the outcomes and results of the project as follows:

Recommendations for STAGL PMU:

1. Common Effluent Treatment Plant (CETP): To ensure sustainable operations of the CETP, the MTR team recommends that:
 - a. Key stakeholders, especially STAGL, make a concerted effort to ensure the timely establishment and operation of the CETP as on the one hand, there is a risk some larger tanneries may lose interest in the STZ and expand operations at their current facility. On the other hand, some tanners may start operations in the STZ without proper CCA practices causing damage to the environment.

- b. STAGL remains vigilant of the construction of the civil and electro-mechanical components of the CETP between separate contractors to ensure harmonization and compatibility and utilizes the services of a third-party expert to oversee the operation.
 - c. A comprehensive plan for spare parts availability and operations and maintenance of the electro-mechanical equipment being imported be put in place.
 - d. The proposed tertiary treatment of waste water using wetlands should be avoided at all costs as it risks attracting birds which could disrupt the Sialkot International Airport's flight operations.
2. Waste-to-Energy Plant: STAGL has started reviewing different technologies for setting up a waste to energy plant in the future, and the close circuit pyrolysis option has been shortlisted. However, the company proposing this option has a dismal record of delivering on its promises to other similar projects of the Government of Punjab. It is therefore recommended that STAGL practice vigilance if it decides to proceed with this option.
3. Engagement with Women in the Community: Since the project is working as a trendsetter, it is important that under its Gender Mainstreaming activities, the project starts promoting women's broader engagement in the industry immediately to establish a ready foundation for Gender Mainstreaming upon operationalization of the STZ. It is recommended that, at the very least, the project undertakes a detailed Gender Assessment and designs a Gender Strategy for the STZ.

Recommendations for UNIDO:

1. Supervision of CETP Establishment: An international expert environmental engineer on behalf of UNIDO/GEF assesses the macro-level impacts on the environment of the proposed CETP process and its siting.
2. Solid Waste Management: It is recommended that a detailed Waste Amount and Characterization Study (WACS) be conducted before finalizing available treatment options.
3. Stakeholder Engagement: The current project and the UNIDO-implemented project in Karachi (UNIDO ID: 160069) have had informal and unofficial coordination. It is recommended that the two projects develop a regular coordination mechanism to exchange observations and lessons learned.
4. Capacity Building: To further enhance the effectiveness and sustainability of the capacity-building and awareness-raising component of the project, the following measures are recommended: a) Development of a capacity building strategy or framework under which the remaining such activities are undertaken; b) Development of a sustainable exit strategy for capacity building component as there is a high risk of discontinuation of activities upon project closure; and c) Incentivizing participation of tanneries across the industry by linking them to tangible benefits.
5. Gender: It is also recommended that some gender balance is sought within the PMU senior/program staffing as there is a complete absence of women staff.
6. Monitoring and Reporting: It is recommended the project's logical framework is reviewed to rectify the gaps identified including resolution of duplications in outputs and inclusion of gender indicators. Additionally, per the revised logical framework, a monitoring framework be developed comprising of a monitoring matrix, risk assessment, and impact assessment methods, outlining who, what, when, where, and how data is collected and analyzed.

To learn more about the MTR findings and recommendations to course correct and mitigate risks to the outcomes and results of the project, please see: https://downloads.unido.org/ot/21/72/21723727/150052_FINAL%20MTR%20Report%20-%20UNIDO%20150052.pdf.

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve the performance and results of ongoing and future programmes and projects. The TE will cover the whole duration of the project from its starting date in March 2016 to the estimated completion date in March 2024.

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.

The TE will focus mainly on implementation and processes; and on the review criteria design, relevance, coherence, effectiveness, efficiency, management, and other cross-cutting issues such as gender, human rights, and environmental and social safeguards; while assessing progress towards the potential impact and sustainability of the project.

The TE concerns the duration of the project from March 2016 until project termination in March 2024.

The TE will also focus on management processes and structures to identify and mitigate problems in implementation, including acceptance of the project amongst stakeholders, conflicts due to differing interests, sufficiency of qualified personnel, adequacy of communication and coordination amongst implementing partners and with target groups, and adequacy of project duration and funding.

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy², the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle³, 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 Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁴ 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

² UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

³ 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)

For more information on Theory of Change, please see chapter 3.3.8 of UNIDO [Evaluation Manual](#).

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. Learning from this analysis will be useful for the design of 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.
- (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, counterparts, and other stakeholders.
- (c) **Field visit** to project sites in Sialkot, Pakistan.
 - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' 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.

Users

The direct users of the TE result (conclusions, lessons learned, and practical recommendations) are the project manager and project team, UNIDO GEF coordination unit, project stakeholders, and GEF. In addition, lessons learnt must be shared within UNIDO to further feed into project design and formulation of similar projects, thus enhancing learning within the Organization.

2. Key evaluation questions and criteria

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

- 1) Relevance: Has the project done the right things? How does the project relate to the main objectives of the GEF focal area of climate change adaptation?
- 2) Coherence: How does the project fit with international norms and standards? To what extent does the institutional/policy environment support the project and its objectives?
- 3) Effectiveness: 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?
 - 3.1 What are the key drivers and barriers to achieving 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) Efficiency: To what extent was the project implemented efficiently? How efficiently were the resources utilized?

- 5) Sustainability: To what extent are the achieved results to be sustained after the completion of the project?
 - 5.1 What are the key risks (e.g. in terms of financial, socio-political, institutional, and environmental risks) and how may these risks affect the continuation of results after the project ends?
- 6) Lessons learned: What lessons can be drawn from the successful and unsuccessful practices in designing, implementing, and managing the project?
- 7) Gender mainstreaming: How did the project contribute to gender equality and women's empowerment?
- 8) To what extent does the project generate or is expected to generate higher-level effects (impact)?
- 9) How well has the project performed in terms of environmental and social safeguards, human rights)?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed 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 | • 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 |

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 of financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results. At the terminal evaluation point, the Project Manager will update table 3 on co-financing and add two more columns to submit to the evaluation team: 1) Amount of co-financing materialized at mid-term review (MTR); and 2) Amount of co-financing materialized at terminal evaluation (TE). The evaluation team has the responsibility to validate and verify the co-financing amount materialized during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- Environmental and Social Safeguards⁵:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.
- Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented. The evaluation team has the responsibility to validate and verify updated core-indicators during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the table below.

⁵ 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

Table 6. Project rating criteria

| Score | | Definition |
|-------|---------------------------|---|
| 6 | Highly satisfactory | Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets). |
| 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). |
| 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 November 2023 to March 2024. 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 November 2023 to March 2024. The evaluation field mission is tentatively planned for 27 November to 11 December 2023. 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 arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. 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 Unit, the UNIDO GEF Coordinator and GEF OFP 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 EIO/IEU standards.

Table 7. Tentative timelines

| Timelines (tentative) | Tasks |
|---|---|
| 1-17 November 2023 | Desk review and preparation/submission of the inception report |
| 20 November 2023 | Briefing online between team leader, UNIDO Independent Evaluation Unit, UNIDO Project Manager and Project Evaluation Coordinator |
| 27 November -11 December 2023 (including travel days) | Field visits and presentation of preliminary findings to project stakeholders |
| 15 December 2024 | Debriefing online with UNIDO Independent Evaluation Unit, UNIDO Project Manager and Project Evaluation Coordinator |
| 15 January 2024 | The first draft evaluation report shared with the UNIDO Project Manager, project management team, Project Evaluation Coordinator & Evaluation Manager |
| 26 January 2024 | UNIDO Project Manager, Project Evaluation Coordinator, Project Management Team and Evaluation Manager provide their comments and correction of factual errors |
| 2 February 2024 | Revised draft report by the evaluation team to be shared with the donors and national stakeholders |
| 16 February 2024 | Comments and feedback on the draft report by all stakeholders |
| 26 February 2024 | Workshop in Pakistan to present the evaluation findings, conclusions, and recommendations. |
| 3 March 2024 | Final report by the evaluation team. |

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 Pakistan 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 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 resourced persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

a) 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, 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”); Unit 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 timetable⁶.

b) 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 to 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 remotely.

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.

⁶ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

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 Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control 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 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

| Intervention Logic | Verifiable Indicators | Sources of Verification | Assumptions |
|--|--|--|--|
| Impact | | | |
| Increased resilience to CC in the leather sector and urban development planning | At least 250 tanneries adopting adaptation technologies At least 250 tanneries (and targeted community groups) adopting CCA measures | Baseline and impact assessment studies | X |
| Objective | | | |
| Reducing Vulnerability and Building Resilience through integration of CCA into Urban Development and ensure a modernized and environmentally sound leather production industry | #individuals, households and businesses with increased capacities to respond to impacts of CC | Inception baseline, midterm and final reports SCCI reports National statistics reports | Government continues to priorities development of the leather industry as a means to poverty reduction |
| Component 1: CCA and Gender Equality for Adaptation Mainstreamed into Urban and Rural Development Planning | | | |
| Outcome 1. Climate resilient urban development in Punjab/Sialkot District and reduced vulnerability of rural, urban and other communities affected by CC (e.g. droughts, floods) through improved adaptation measures – water retention, flood management etc. | % of development frameworks and sectoral strategies that reach adaptation targets # of workshop attendees and stakeholder groups represented # recommendations for adaptive measures incorporated into urban development planning at district level (regulatory) Policy environment and regulatory framework for adaptation-related technology transfer established or strengthened | Workshop and seminar material and reports report with recommendations for district authorities on climate resilient urban planning Flood management plan Minutes of meetings | Government stakeholders and private sector partners are willing to engage in the development of CCA strategies |

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| | Type and # of relevant policies and frameworks developed or strengthened on the transfer of adaptation technology | | |
| Component 2: | | | |
| Climate Change Resilience Building of Vulnerable Communities and Leather Business Owners | | | |
| Outcome 2. Increased awareness among targeted community groups and leather business owners on CCA concepts/practices and dissemination of information and expansion of the CCA strategy and project benefits. | <p>Targeted population awareness of predicted adverse impacts of climate change and appropriate responses, disaggregated by gender</p> <p>Type and # of adaptation actions introduced at local level</p> <p># of workshop attendees</p> <p># of people sensitized on dealing with floods and other natural disasters</p> <p>#of community-based trainings on adaptive technologies held</p> <p>#of trainings for urban planners and local communities on flood management</p> <p>#of households and tanneries deploying water supply resilient strategies, water harvesting, conservation and effluent treatment plant management and treatment technologies</p> | <p>Workshop and seminar material and reports</p> <p>Awareness raising material</p> <p>Revised STZ plan</p> <p>Minutes of meetings</p> | <p>CCA benefits successfully transmitted to project beneficiaries</p> <p>Successful implications of proposed project for vulnerable communities and leather business owners</p> <p>Ease in replication</p> |
| Component 3: | | | |
| Sialkot District and Sialkot urban plan implementation, dissemination of information, demonstration of safe, affordable and advance technology for water treatment and water conservation in the pilot Sialkot Tannery Zone (STZ). | | | |
| Outcome 3. Increased resilience of the most vulnerable groups in rural | # targeted institutions with increased adaptive capacity to reduce risks | RECP technology guidance report for tanneries | Suitable technology and |

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| <p>and urban areas by introduction of advanced, safe, affordable and resource efficient technologies for water and waste water treatment within leather industries in the STZ, thereby preserving water availability for agricultural use.</p> | <p>of and response to climate variability # staff trained on technical adaptation themes # individuals trained in adaptation-related technologies % of population covered by adequate risk reduction measures, disaggregated by gender # people trained on UNIDO benchmarking toolkit Water availability for agriculture (% of population) for targeted region %increase in safe water resources % decrease of contaminated water use for irrigation % increase of households and industries with access to safe water resources for domestic use Type and # of water management practices introduced to increase access to irrigation water #households and businesses flood protected #of jobs created CETP commissioned # pilot demonstration units completed # companies adopting recommended technologies % of targeted population with sustained climate-resilient livelihoods (USD)</p> | <p>Minutes of meetings, workshop reports ToR and tender document for CETP Bill of Quantities ToR and tender document for common facilities CETP conceptual design CETP approved design Tender for civil works of CETP Tender for CETP equipment Evaluation of Bids CETP infrastructure and installed equipment Training materials and manuals Assessment reports Solid waste feasibility study Technology package Project midterm and final reports</p> | <p>service providers will be identified Tannery owners are willing to shift towards climate resilient development, while being aware of costs involved STZ will meet international standards for export Industry willing to invest into climate resilient technologies</p> |
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| | <p>Type and # climate resilient income sources for households</p> <p>% targeted groups adopting transferred adaptation technologies by technology type, disaggregated by gender</p> <p>Strengthened capacity to transfer appropriate adaptation technologies, disaggregated by gender</p> <p>Type and # of adaptation technologies transferred to targeted groups</p> | | |
| <p>Component 4:</p> <p>Quality Control Monitoring and Evaluation</p> | | | |
| <p>Outcome 4. Quality control and efficient monitoring and evaluation of project intervention to support adaptation by CC vulnerable communities</p> | <p>Inception Workshop held</p> <p>Financial audit completed</p> <p>Annual reports and PIRs completed</p> <p>Annual RSTC and TPR meetings held</p> <p>TE evaluation completed</p> <p>Annual financial audits conducted</p> <p>Annual visits carried out</p> <p>PSC established</p> <p>Final external evaluation conducted</p> <p>Project Terminal Report completed</p> | <p>Inception report</p> <p>Periodic project reports</p> <p>Midterm report</p> <p>Final reports</p> | <p>Full commitment from project stakeholders and understanding of project objective</p> <p>PMU will ensure the smooth execution and coordination of all project activities, to update and ensure stakeholder participation</p> |

Annex 2 Project budget information

Mainstreaming Climate Change Adaptation through Water Resource Management in Leather Industrial Zone Development (5666/150052)

| Sources of Co-financing | Name of Co-financier (source) | Type of Co-financing | Co-financing Amount (USD) |
|-------------------------|---|----------------------|---------------------------|
| Private Sector | Sialkot Tannery Association Guarantee Limited (STAGL) through STZ project | Cash | 13,950,000 |
| Private Sector | Sialkot Tannery Association Guarantee Limited (STAGL) through STZ project | In-kind | 500,000 |
| GEF Agency | UNIDO | In-kind | 200,000 |
| GEF Agency | UNIDO | Cash | 50,000 |
| Total Co-financing | | | 14,700,000 |

| Project Objective: Reducing Vulnerability and Building Resilience through integration of Climate Change Adaptation into Urban Development | | | | | | |
|---|------------|--|---|------------|--------------------|------------------------------|
| Project Component | Grant Type | Expected Outcomes | Expected Outputs | Trust Fund | Grant Amount (USD) | Confirmed Co-financing (USD) |
| 1. Mainstreaming Climate Change Adaptation (CCA) and gender equality for adaptation into urban and rural development planning | TA | 1. Climate resilient urban development in Punjab/Sialkot District and reduced vulnerability of rural, urban and other communities affected by CC (e.g. droughts, floods) through improved adaptation measures – water retention, flood management etc. | 1.1. CCA and gender equality mainstreamed into Punjab and Sialkot district urban development plan 1.2. Flood management plan for the Sialkot Tannery Zone (STZ) and the pilot Dugri drain in Sialkot developed | SCCF | 460,000 | 400,000 |
| 2. Climate Change resilience building of vulnerable communities and leather | TA | 2. Increased awareness among targeted community groups and leather business owners on CCA | 2.1. Awareness raising activities for target groups - with representatives from rural and urban communities, policy makers, industry and | SCCF | 320,000 | 250,000 |

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| business owners. | | concepts/practices and dissemination of information and expansion of the CCA strategy and project benefits. | <p>agriculture, to sensitize all involved groups and better understand and incorporate CCA concepts into urban, rural and industrial planning and processes, undertaken.</p> <p>2.2. Community based trainings on CCA, to overcome CC, through water and energy conservation and flood management undertaken</p> <p>2.3. Sensitization and joint dissemination activities and workshops for all target groups to have a better understanding of target group needs towards building resilience to CC prepared</p> <p>2.4. Guidelines on best practices and project knowledge disseminated within Pakistan and other countries in the Sub-region through websites, guidelines and communication products in various languages prepared</p> | | | |
| 3. Sialkot District and Sialkot urban plan implementation, dissemination of information, demonstration of safe, affordable and | Inv | 3. Increased resilience of the most vulnerable groups in rural and urban areas by introduction of advanced, safe, affordable and resource efficient technologies for | 3.1. Various alternatives, especially water harvesting and appropriate effluent treatment technology for the pilot STZ verified and adopted. | SCCF | 2,270,000 | 13,700,000 |

| | | | | | | |
|--|-----------|--|--|-------------|----------------|----------------|
| <p>advance technology for water treatment and water conservation in the pilot STZ.</p> | | <p>water and waste water treatment within leather industries in the STZ, thereby preserving water availability for agricultural use.</p> | <p>3.2. Assistance provided with the preparation of the ToR, tender, technical evaluation and supervision of work and installation of Central Effluent Treatment Plant (CETP) including technology for one CETP module.</p> <p>3.3. Practical training for improved production efficiency, lower environmental footprint and pollution reduction technologies demonstrated</p> <p>3.4. Opportunities to use a treated water discharge system, useful and available for agriculture purposes verified and adopted.</p> <p>3.5. Segregation of useful by-products of leather industrial waste, for further use, mostly by agriculture.</p> <p>3.6. Water conservation practices/technologies for tanneries to increase resilience of the most vulnerable groups are introduced and adopted</p> | | | |
| <p>4. Quality Control Monitoring and Evaluation</p> | <p>TA</p> | <p>4. Quality control and efficient monitoring and evaluation of project intervention to</p> | <p>4.1. Timely semiannual reports prepared; midterm review and final evaluation [using Adaptation</p> | <p>SCCF</p> | <p>124,000</p> | <p>150,000</p> |

| | | support adaptation by CC vulnerable communities | Monitoring and Assessment Tool (AMAT)] of project activities completed | | | |
|--|--|---|--|------|------------------|-------------------|
| Subtotal | | | | | 3,174,000 | 14,500,000 |
| Project management Cost (PMC) ⁷ | | | | SCCF | 136,000 | 200,000 |
| Total project costs | | | | | 3,310,000 | 14,700,000 |

⁷ PMC should be charged proportionately to focal areas based on focal area project grant amount in Table D below.

Annex 3 Quality checklist criteria

Project Title:

UNIDO Project No. /ID:

Evaluation team leader:

Quality review done by:

Date:

| Quality criteria | | UNIDO EIO/IEU assessment notes | Rating |
|--|---|--------------------------------|--------|
| 1 | The inception report is well structured, logical, clear and complete. | | |
| 2 | The evaluation report is well structured, logical, clear, concise, complete and timely. | | |
| 3 | The report presents a clear and full description of the 'object' of the evaluation. | | |
| 4 | The evaluation's purpose, objectives and scope are fully explained. | | |
| 5 | The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented. | | |
| 6 | Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions. | | |
| 7 | Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation. | | |
| 8 | Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders. | | |
| 9 | Lessons learned are relevant, linked to specific findings, and replicable in the organizational context. | | |
| 10 | The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact. | | |
| <p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p> | | | |

Annex 4 GEF minimum requirements for M&E⁸

Minimum Requirement: Design of Monitoring and Evaluation Plans

All projects must include a concrete and fully budgeted Monitoring and Evaluation Plan by the time of CEO endorsement for full-sized projects and CEO approval for medium-sized projects. Program Monitoring and Evaluation Plans describing the intended approach to monitoring and evaluation across the program, program rationale, the theory of change, results frameworks and indicators, and ways to ensure coherence across the child projects, must be included at program framework document (PFD) approval. Concrete and fully budgeted Program Monitoring and Evaluation Plans must be further detailed in the child project which supports the coordination, knowledge sharing, and monitoring and evaluation activities of the program, where applicable.

Logical frameworks and/or theories of change should align, where appropriate, to the GEF's results frameworks. Program Monitoring and Evaluation Plans must ensure coherence between program and child project objectives, indicators, and outcomes. Monitoring and evaluation Plans build in the possibility to adapt to changing conditions, if needed. Project and Program Monitoring and Evaluation Plans should contain the following:

- SMART indicators for results and implementation linked appropriately to the GEF results frameworks, and including the following:
 - Applicable GEF indicators on global environmental benefits identified at each replenishment cycle
 - Socioeconomic co-benefits and sex-disaggregated / gender-sensitive indicators (where relevant)
 - Project site geographic coordinates (where feasible and appropriate)
 - Additional process and/or performance indicators that can deliver reliable and valid information to management
- Project and program baselines, with a description of the problem to be addressed and relevant indicators
- Periodic implementation reports, midterm reviews, and terminal evaluations
- Organizational set-up and budgets for both monitoring and evaluation, where the budget for evaluation should be explicit and distinguished from monitoring activities

Minimum Requirement 2: Application of Monitoring and Evaluation Plans

Project and program monitoring will include implementation of the Monitoring and Evaluation Plan, comprising the following:

- The identified indicators are actively measured, or if not, a reasonable explanation is provided
- The baseline for the project or program is fully established and data are compiled to review progress, and evaluations are undertaken as planned
- The organizational set-up for monitoring and evaluation is operational, and its budget is spent as planned

⁸ https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_02_Rev01_GEF_Evaluation_Policy_June_2019_0.pdf

Annex 5 Detailed questions to assess evaluation criteria

| | |
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| # | <u>Evaluation criteria</u> |
| A | Project design assessment |
| 1 | <p><u>Project design</u></p> <p>The project design was adequate to address the problems at hand?</p> <p>Is the project consistent with the Country's priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies?</p> <p>Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention?</p> <p>To what extent the project design (in terms of funding, institutional arrangement, implementation arrangements...) as foreseen in the project document still valid and relevant?</p> <p>Does the project document include a M&E plan? Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Does it allocate budget for each exercise? Is the M&E budget adequately allocated (see a M&E sample) and consistent with the log frame (especially indicators and sources of verification)?</p> <p>Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?</p> |
| 2 | <p><u>Project results framework/log frame</u></p> <p>Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional performance, do outputs describe deliverables that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence?</p> |

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| # | <u>Evaluation criteria</u> |
| | <p>Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are they indicators sex-disaggregated, if applicable?</p> <p>Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion?</p> |
| B | Project performance and progress towards results |
| 1 | <p><u>Relevance</u></p> <p>So far, how relevant is the project to the:</p> <ul style="list-style-type: none"> target groups' needs development priorities of the country (national poverty reduction strategy, sector development strategy, etc.) UNIDO comparative advantages and project's donor policies and priorities <p>Are appropriate beneficiaries' groups being targeted by the project?</p> <p>Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have then been revised? Are the revised objectives still valid in today context?</p> |
| 2 | <p><u>Effectiveness and progress towards expected results</u></p> <p>SO FAR, what are the main results (mainly outputs and if possible, outcomes) of the project? What have been the quantifiable results of the project to-date?</p> <p>To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? Please provide a brief analysis on the project progress in achieving the objectives.</p> <p>What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness? Please provide evidence/examples from the project to back up the statements.</p> |

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| # <u>Evaluation criteria</u> |
| <p>Were the right target groups reached?</p> <p>Can the project attain its objectives and utilize the resources assigned for this within the remaining period?</p> |
| <p>3 <u>Efficiency</u></p> <p>Comment on how economically the project resources/inputs (in terms of funding, expertise, time...) are being used to produce results (outputs and outcomes) SO FAR? Comment on the quality of expertise/technical assistance provided; whether the expected results were achieved within the original budget, if no please explain why.</p> <p>How timely is the project in producing outputs, initial outcomes and delivering inputs (with least delays)? Based on the work plan, comment on the delay or acceleration of implementation period of the project. Were the project's activities in line with the schedule of activities as defined by the project team and annual work plans? Were the disbursements and project expenditures in line with budgets?</p> <p>Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?</p> <p>Is the project cost-effective compared to similar interventions? Could the project have produced more with the same resources, or the same with less money, or with less delay? Wherever possible, the MTE team should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects?</p> |
| <p>4 <u>Gender mainstreaming</u></p> <p>Did the project/programme design adequately consider the gender dimensions in its interventions? If so, was gender considered at the level of project outcome, output or activity?</p> <p>Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators?</p> <p>How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?</p> <p>Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)?</p> <p>Are women/gender-focused groups, associations or gender units in partner organizations consulted and/or included in the project?</p> <p>To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?</p> <p>Are environmental aspects related to the protection of the environment and/or adaptation to climate change taken into account?</p> |

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| # | <u>Evaluation criteria</u> |
| | Are social issues addressed to ensure inclusiveness of the project beneficiaries? |
| 5 | <u>Cross-cutting aspects</u> Are environmental aspects related to the protection of the environment and/or adaptation to climate change taken into account? Have environmental and social safeguards been incorporated? Are social issues addressed to ensure inclusiveness of the project beneficiaries? Have human rights and rights of vulnerable communities been taken into consideration? |
| C | Project implementation management |
| 1 | <u>Project management</u> Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? The UNIDO HQ- based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits) |
| 2 | <u>Results-based work planning, M&E, reporting</u> <u>Results-based work planning</u> Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. Are there any annual work plans? Are work-planning processes results-based? Has the log frame been used to determine the annual work plan (including key activities and milestone)? If not, suggest ways to re-orientate work planning to focus on results? |

Evaluation criteria

Examine the use of the project's results framework/ log frame as a management tool and review any changes made to it since project start.

Results-based M&E

Verify whether an M&E system is in place and facilitated timely tracking of progress toward project objectives by collecting information on selected indicators continually throughout the project implementation period; annual project reports are complete and accurate, with well-justified ratings; the information provided by the M&E system is used to improve performance and to adapt to changing needs; and the project has an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project completion. Are monitoring and self- evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the log frame? Is any project steering or advisory mechanism put in place? Do performance monitoring and reviews take place regularly?

Review the monitoring tool currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

How has the log frame been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Advisory Board...) to monitor progress towards expected outputs and outcomes? Do project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? Is information on project performance and results achievement being presented to the Project Advisory Board to make decisions and corrective actions? Do the Project team and managers and PAB regularly ask for performance and results information?

How well have risks outlined the project document and in the log frame been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?

Results-based reporting

Assess how adaptive management changes have been reported by the project management and shared with the PAB.

Assess how well the Project Team and partners undertake and fulfil donor and UNIDO reporting requirements (i.e. how have they addressed delays or poor performance, if applicable?)

Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

| # Evaluation criteria |
|---|
| <p>3 <u>Financial management and co-financing</u></p> <p>Review the financial management of the project, with specific reference to the cost-effectiveness of interventions. Did the project have appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits?</p> <p>Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.</p> <p>Did promised co-financing materialize? Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?</p> |
| <p>4 <u>Stakeholder engagement and communication</u></p> <p><u>Stakeholder engagement</u></p> <p>Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</p> <p>Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</p> <p>Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?</p> <p><u>Communication</u></p> <p>Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?</p> <p>Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)</p> <p>For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits</p> |

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| # Evaluation criteria |
| 5 Sustainability of benefits The MTE should validate whether the risks identified in the Project Document and progress reports or implementations reviews are the most important and assess the following risks to sustainability: |
| <p><i>Financial risks:</i> What is the likelihood of financial and economic resources not being available once the project ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.)?</p> <p><i>Socio-political risks:</i> Are there any social or political risks that may jeopardize the sustainability of project outcomes? What is the risk that the level of stakeholder ownership and engagement (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?</p> <p><i>Institutional framework and governance risks:</i> Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? Are requisite systems for accountability and transparency and required technical know-how in place?</p> <p><i>Environmental risks:</i> Are there any environmental risks that may jeopardize the sustainability of project outcomes? Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?</p> |
| D Performance of partners |

| # Evaluation criteria |
|---|
| <p>1 <u>UNIDO</u></p> <p><i>Project team in the field</i></p> <p>Has the project team discharged its project implementation and management functions adequately (in terms of work planning and executing, monitoring and reviewing performance, allocating funds, and following up agreed/corrective actions)?</p> <p>Has an effective M&E system been put in place, was it closely link with the log frame, does it generate information on performance and results which is useful for project managers and PAB to make critical decisions?</p> <p>Has the management of flow of funds and procurement been suitable for ensuring timely implementation?</p> <p>How proactive and prompt the project team was to ensure timely implementation of recommendations from experts of support missions and HQ-based project managers?</p> <p><i>UNIDO HQ-based management</i></p> <p>Timely recruitment of project staff</p> |
| <p>Project modifications following changes in context or after the TE Review</p> <p>Follow-up to address implementation bottlenecks</p> <p>Role of UNIDO country presence (if applicable) supporting the project</p> <p>Engagement in policy dialogue to ensure up-scaling of innovations</p> <p>Coordination function</p> <p>Exit strategy, planned together with the government</p> |
| <p>2 <u>National counterparts</u></p> <p>Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</p> |

| |
|---|
| # <u>Evaluation criteria</u> |
| <p>Has the government assumed ownership and fulfilled responsibility for the project?</p> <p>Were counterpart resources (funds and staffing) provided as planned in the project design?</p> <p>Did the government ensure suitable coordination of the various departments involved in the project implementation?</p> |
| <p>3 <u>Donor</u></p> <p>How active has the donor been in reviewing the project performance and implementation?</p> <p>How proactive and prompt has the donor been in providing necessary support to the project implementation (in terms of decisions on fund instalment, approval/rejection of request from project team...)?</p> <p>Does the donor ask for information related to project performance and results?</p> <p>To what extent does the donor make decisions based on performance and results information?</p> |

Annex 6 Outline of an in-depth project evaluation report

Abstract

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Acknowledgements

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 - 3.3 Effectiveness
 - 3.4 Efficiency
 - 3.5 Sustainability
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 - Annex 8: Statistical data from evaluation survey/questionnaire analysis

Annex 7 UNIDO Statement of Confirmation

TO: UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

Wagramerstrasse 5, A-1400 Vienna, Austria

SECTION 1

On behalf of _____ [insert name of the legal entity and delete this highlighted text in brackets] (hereafter referred to as “Declarant”⁹), I hereby represent and warrant that Declarant:

- a)** Possesses the legal status and capacity to enter into legally binding contracts with UNIDO for the supply of equipment, supplies, services or work.
- b)** Has not been involved in any situation that may appear as an actual or a potential conflict of interest, including, but not limited to, any of the following situations:
 - i.** None of Declarant’s key personnel is associated - financial, family or employment wise - with concerned UNIDO personnel, including UNIDO experts/consultants recruited under the relevant project or with UNIDO’s counterpart;
 - ii.** No fees, gratuities, rebates, gifts, commissions, offers of employment or any other payments, other than those shown in the offer, have been, directly or indirectly, given, received or promised in connection with the subject procurement process;
 - iii.** Declarant has not participated in the preparation of the concerned procurement process, its design or its bidding documents, including, but not limited to, the technical specifications, terms of reference, and/or scope of works, being subsequently used by UNIDO;
 - iv.** Declarant does not, directly or indirectly, control, is not controlled by or is not under common control with another bidder;
 - v.** Declarant does not receive or has not received any direct or indirect subsidy from another bidder;
 - vi.** Declarant does not have the same legal representative as another bidder;
 - vii.** Declarant does not have a relationship with another bidder, directly or indirectly (except declared sub-contractors), that puts it in a position to influence the bid of another bidder, or influence the decisions of UNIDO regarding this procurement process;
 - viii.** Declarant has not submitted more than one bid in the procurement process, for example, on its own and separately as a joint venture partner (except as declared sub-contractor) with another bidder

⁹ Declarant includes reference, as applicable, to any person or entity having powers of representation, or exercising ownership, decision-making or control over another person or entity, or which is owned or controlled by or under common ownership or control with, such person or entity, whether directly or indirectly and in whole or in part, such as a parent, subsidiary or associate company, or as a member of their administrative, management or supervisory body.

(a bidder's submission of more than one bid will result in the disqualification of all bids in which such bidder is involved); or

ix. Declarant finds itself involved in any other situation that may appear as an actual or a potential conflict of interest, understood by UNIDO to be a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with applicable laws and regulations, and that such conflict of interest may contribute to or constitute a fraud and corruption under UNIDO's Procurement Manual.

c) Accepts to abide by the terms of the UNIDO Policy on Exclusion from Funding (DGB/2021/15), available at https://www.unido.org/sites/default/files/files/2021-12/DGB_UNIDO_Policy_on_Exclusion_from_Funding_0.pdf (hereinafter referred to as the "Policy", as may be amended from time to time) and represents and warrants that Declarant is not and has not been the subject of any of the exclusion criteria stated in the Policy. Further, Declarant covenants and agrees to notify UNIDO promptly in the event that Declarant becomes subject to any of the exclusion criteria stated in the Policy during the term of this procurement process and eventually, if applicable, during the term of the Declarant's contract or agreement with UNIDO.

SECTION 2

[Please note that this section is to be completed only in case one or more of the statements under Section 1 above cannot be confirmed or attested to. After consideration of the information and documentation provided under this Section 2, UNIDO reserves the right to disqualify the bidder from any further participation in the procurement process and take any other pertinent action pursuant to the UNIDO Policy on Exclusion from Funding and to the specific procedures set out in UNIDO's Procurement Manual.]

On behalf of Declarant, I hereby represent and warrant that Declarant:

[Indicate here below the statement that cannot be confirmed or attested to and provide the reasons and all detailed related information, e.g. date of conviction of a criminal offence, court, jurisdiction, etc., together with all related documentation. Moreover, if relevant, also indicate any mitigating measure(s) taken to remedy the statement that cannot be confirmed or attested to]

Name (print): _____ Signature: _____

Title/Position:

Place (City and Country): _____ Date: _____

Annex 8 Financial statement and certification

FINANCIAL STATEMENT AND CERTIFICATION

Must be completed and submitted by Suppliers as an integral part of their Offers

1. The information requested in the Tables below must be provided with your Offer, please complete accordingly:

Table 1

| | | |
|----|--|--|
| A. | Name of Company/organization | |
| B. | Address of Head Office | |
| C. | Fax and E-mail Numbers | |
| D. | Date Established and/or Registered | |
| E. | Paid up Capital | |
| F. | Date of the Latest Balance Sheet | |
| G. | Fixed Assets | |
| H. | Current Assets | |
| I. | Long Term Liabilities | |
| J. | Current Liabilities | |
| K. | Net Worth | |
| L. | Solvency Ratio (Current Assets/Current Liabilities) | |
| M. | Profit Margin Ratio | |
| L. | Name of Principal Officer | |

| | | |
|----|---|--|
| M. | Where Applicable - Name and address of your Representative in the Country of the Project (if any) - | |
|----|---|--|

Table 2

| Please state your Yearly Total Value of Business for the last three (3) Years in UD | | | |
|---|----------|--------|-----------|
| YEAR | DOMESTIC | EXPORT | USD TOTAL |
| | | | |
| | | | |
| | | | |

Table 3

| Please Provide Details of the Services/Goods Provided in the Advertised Sector during the last three (3) Years, if any | | | | |
|--|-------------|----------------------|----------------------|----------------------|
| Category/description of goods/services | Value (USD) | 1 st Year | 2 nd Year | 3 rd Year |
| | | | | |
| | | | | |
| | | | | |

2. Please provide the Name and address of your company/organization's bank:

3. Litigation in progress

Please provide brief information regarding on-going arbitration and other pending legal action, if any

4. Please provide details of Consortium or Group to which company/organization belongs, if any:

5. Please provide any other information (chronology and business line, organization structure, etc.):

We, the below, hereby certify to the best of our knowledge that the foregoing statements are true and correct and all available information and data have been provided herein, and that we agree to show you documentary proof thereof upon your request.

(Date) _____
(Signature of Authorized Representative)

(Printed Name of Authorized Representative)

(Position of Authorized Representative)

(Telephone No. And Fax No.)

Certified:

(Date) _____
(Signature of Authorized Representative)

(Printed Name of Authorized Representative)

(Position of Authorized Representative)

(Name of Certifying Authority and Telephone No. And Fax No.)

Annex 9 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: | Mission to Pakistan |
| Start of Contract (EOD): | November 2023 |
| End of Contract (COB): | March 2024 |
| Number of Working Days: | 30 working days spread over the above mentioned period |

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (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. 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 | 2 days | Home based |
| <p>3. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p> | <ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. | 1 day | Through skype |

| MAIN DUTIES | Concrete/ Measurable Outputs to be achieved | Working Days | Location |
|--|--|--------------|---------------------|
| 4. Conduct field mission to Pakistan ¹⁰ . | <ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; • 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. | 6 days | Pakistan |
| 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 | Home-based / online |
| <p>6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR;</p> <p>Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p> | <ul style="list-style-type: none"> • Draft evaluation report. | 10 days | Home-based |

¹⁰ 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 |
|---|--|--------------|------------|
| 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. | 5 day | Home-based |

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15 years' experience in evaluation of development projects and/or relevant sector experience
- Good working knowledge in Pakistan.
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

Languages:

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

Absence of conflict of interest:

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

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



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

| | |
|---------------------------------|--|
| Title: | National evaluation consultant |
| Main Duty Station and Location: | Home-based |
| Mission/s to: | Travel to potential sites within Pakistan |
| Start of Contract: | November 2023 |
| End of Contract: | March 2024 |
| Number of Working Days: | 30 days spread over the above-mentioned period |

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (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. 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 |
|--|---|--------------------------|-----------------|
| <ul style="list-style-type: none"> • Desk review • Review and analyze project documentation and relevant country background information; in cooperation with the Team Leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models). • If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context. | <ul style="list-style-type: none"> • Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; • A stakeholder mapping, in coordination with the project team. | 5 days | Home-based |

| MAIN DUTIES | Concrete/measurable outputs to be achieved | Expected duration | Location |
|---|--|--------------------------------|-----------------|
| <ul style="list-style-type: none"> Carry out preliminary analysis of pertinent technical issues determined by the Team Leader. In close coordination with the project team, verify the extent of achievement of project outputs prior to field visits. Develop a brief analysis of key contextual conditions relevant to the project. | <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 | 7 days | Home-based |
| <ul style="list-style-type: none"> Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field. | <ul style="list-style-type: none"> Detailed evaluation schedule. List of stakeholders to interview during the field missions. | 3 days | Home-based |
| <ul style="list-style-type: none"> Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required. Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. Conduct the translation for the Team Leader, when needed. | <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. | 7 days (including travel days) | In Pakistan |
| <ul style="list-style-type: none"> Follow up with stakeholders regarding additional information promised during interviews. Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare tables to be included in the evaluation report as agreed with the Team Leader. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version. | <ul style="list-style-type: none"> Final evaluation report for publication | 8 days | Home-based |

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

- Excellent knowledge and competency in local economic development, agribusiness and or industry
- Evaluation experience, including evaluation of development cooperation in Pakistan
- 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 Urdu 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 Unit.

REQUIRED COMPETENCIES

Core values:

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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.