



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent Strategic Evaluation

**Knowledge Management in
United Nations Industrial Development Organization**

September 2023

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I. INTRODUCTION AND BACKGROUND

The approved 2022-23 EIO Work Plan emphasized the importance of conducting strategic/thematic evaluations “to maximize learning, accountability and continuous improvement and to focus on the inclusive and sustainable industrial development agenda, as well as on the assessment of results and pathways at outcome and impact levels.”¹ Based on an evidence gap assessment, including meetings with senior managers to understand priorities of UNIDO and of individual directorates and functions, EIO ranked the top 10 domains that are key strategic areas in UNIDO with little to no evidence to offer insights into their performance, achievements or challenges. Knowledge management (KM) ranked on top of this list and was thus identified in the Work Plan as one of three selected strategic evaluations for 2022-23.

Following up on the Work Plan, a synthesis of 80 UNIDO project evaluations conducted between 2018 and 2022 selected knowledge management as a topic of high strategic relevance for UNIDO for further examination.² Based on this meta evaluation, the report concluded that a “harmonized UNIDO approach to knowledge management [could not] be recognized from the analysis of the evaluation reports.”³ One of this report’s key recommendations was for UNIDO to build on its experience to generate a coherent approach and strategy on knowledge management, in order to promote transfer of knowledge from the project to corporate level, and to go beyond assessing creation and dissemination of knowledge products to actual transfer and application of knowledge to stakeholders and beneficiaries.⁴

Knowledge is a strategic resource and fundamental to UNIDO’s value proposition. UNIDO is an organization that generates, mediates and disseminates knowledge that contributes to its core mandate of inclusive and sustainable industrial development. UNIDO’s mandate in turn pursues the broader goals entailed in the 2030 Sustainable Development Agenda. One of UNIDO’s strategic priorities expressed in the 2018-21 Medium-term Programme Framework and retained in the 2022-25 MTPF is **strengthening knowledge and institutions** (see Annex 1).⁵ In the most recent MTPF, UNIDO sets out to “consolidate and deepen its efforts to enhance results-orientation, drive a culture of quality, accountability and risk management, strengthen governance systems and systematic knowledge management, to ultimately maximise its impact.”⁶ As such, in order for UNIDO to effectively and efficiently exert its functions, it is crucial to understand the processes by which knowledge is created, stored, shared and retained – both internally and externally. This evaluation is the first of its kind to assess the Organization’s knowledge management practices with a view to identifying areas for improvement. While the evaluation also entails a summative component, emphasis will be placed on forward-looking recommendations on knowledge management that will enable UNIDO to improve effectiveness and efficiency of its operations while accelerating innovative solutions for industrial development.

¹ UNIDO (2023), Office of Evaluation and Internal Oversight Evaluation Work Plan and Provisional Budget 2022-2023: Update for 2023.

[https://downloads.unido.org/ot/30/47/30476344/Evaluation%20work%20programme%20\(2022-2023\).pdf](https://downloads.unido.org/ot/30/47/30476344/Evaluation%20work%20programme%20(2022-2023).pdf).

² UNIDO (2023), Synthesis of UNIDO Independent Evaluations 2018-2022.

[https://downloads.unido.org/ot/31/11/31119647/Evaluation%20Report%20on%20Synthesis%20of%20UNIDO%20Independent%20Evaluations%202018-2022%20\(2023\).pdf](https://downloads.unido.org/ot/31/11/31119647/Evaluation%20Report%20on%20Synthesis%20of%20UNIDO%20Independent%20Evaluations%202018-2022%20(2023).pdf).

³ Ibid, p.7.

⁴ Ibid, p. 25.

⁵ UNIDO (2018), 2018-22 Medium-term Programme Framework.

⁶ UNIDO (2022), 2022-25 Medium-term Programme Framework: Integration and scale-up to build back better, p. 11. <https://www.unido.org/sites/default/files/unido-publications/2023-02/2022-2025-MEDIUM-TERM-PROGRAMME-FRAMEWORK-en.pdf>.

II. KNOWLEDGE MANAGEMENT IN UNIDO

The Joint Inspection Unit (JIU) conducted its first review of knowledge management in the United Nations system in 2007.⁷ The Inspector found that most organizations at the time lacked a KM strategy and that any related initiatives were ad hoc rather than part of a coordinated approach to knowledge management. The JIU made five recommendations, of which three were directed at UNIDO to enhance its efficiency. In an abridged version, these included:

- 1) Creating a knowledge management strategy by surveying organizational knowledge needs, conducting an inventory of existing capacity, and addressing potential gaps;
- 2) Establishing a dedicated KM unit, mandated by the respective governing bodies; and
- 3) Establishing a link between KM activities and staff performance, thereby integrating KM into RBM frameworks of organizations.

It is not clear to what extent these recommendations were taken on board and implemented by UNIDO. However, UNIDO brought up KM in 2009 when the Organization, in support of the Delivering as One initiative, submitted to the UN Chief Executives Board for Coordination (CEB) a proposal for a system-wide review of knowledge management.⁸ This request was directed to the High-level Committee on Programmes (HLCP), which declined to discuss the issue since it had already been covered by the High-level Committee on Management and the Information and Communications Technology Network (ICTN).⁹

Administrative issuances retrieved from UNIDO's intranet indicate that staff worked on KM related initiatives between 2010 and 2012. By early 2010, the Programme on Change and Organizational Renewal (PCOR) had a Task Force on Management and Working Culture (TF-MWC) with a subgroup on Knowledge Management (KM group). This group was tasked with proposing a knowledge management framework that would positively impact working practices within the organization while recommending measures for improving the way in which "UNIDO staff at large (i) share and organize knowledge, (ii) retain knowledge within the Organization beyond the separation from individual staff members, and (iii) use knowledge in the provision of internal and external services."¹⁰

Sometime in 2010, UNIDO published a Glossary on Knowledge Management and Sharing (KM/KS), which promoted the creation of a KM/KS strategy to enhance the effectiveness of the organization by learning from the lessons in the past and creating new solutions to address complex challenges on the ground.¹¹ In addition to offering a series of action points to get started on a KM strategy, this document defined key terms related to knowledge management while also offering a list of KM tools and methodologies.

In July 2010, UNIDO published a report entitled *Knowledge Management - Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO*.¹² The report, dubbed Intellectual Capital Report (ICR), references a project called "Technical support for the preparation of a UNIDO Knowledge Management Strategy (KMS)", whose purpose was to enable UNIDO to become a knowledge-based organization by establishing a KM system that facilitates results-based management. This report notes that UNIDO's first KM strategy framework was elaborated in 2009. At the same time, a survey on KM was initiated in

⁷ JIU/REP/2007/6.

⁸ JIU/REP/2016/10, para. 3.

⁹ CEB/2009/5, paras. 38-41.

¹⁰ KM Group ToR QW Challenges, https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.

¹¹ UNIDO (2012), *Glossary: Knowledge Management and Sharing*.

https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

¹² UNIDO (2011), *Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO*, https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.

December 2009 (following up on a series of surveys conducted between 2005 and 2007), and the Bureau for Programme Design and Knowledge Management was created in March 2010. The ICR identified 13 knowledge assets considered crucial for UNIDO's ability to establish a comprehensive KM system and proposed a series of key measures to that end.

Following up on the recommendations of the 2010 ICR, a KM specialist from SAP was recruited to devise a KM strategy for UNIDO. This gave rise to a document this expert published on behalf of UNIDO and housed under PCOR, entitled *Knowledge Management Strategy Paper*.¹³ The paper included a KM strategy roadmap composed of a series of measures, including the creation of the SAP portal for project management; the establishment of a KM Committee housed in the previously mentioned Bureau for Program Design and Knowledge Management to take responsibility for KM governance; roll-out of KM awareness-raising initiatives to gauge stakeholder buy-in; and the design of a framework for implementing communities of practice, among others. In December 2011, this KM Strategy for UNIDO was presented to a cross-organizational group.¹⁴ UNIDO's achievements in Knowledge Management and next steps were presented at the Board of Directors' Pre-Retreat in February 2012. Among the achievements listed were the various reports mentioned above along with the IT-related KM solutions, such as document management through ERP and KM functionalities through SAP. Key concepts remaining for KM implementation included communities of practice, moderated debriefings for staff, and incentives for knowledge "champions."¹⁵

Information on UNIDO's KM initiatives after the above-mentioned 2012 presentation to the Board of Directors is limited to non-existent. The first time that KM again makes an appearance in UNIDO's orbit is in 2016, when the Organization itself makes a proposal to the JIU to conduct a review of knowledge management in the United Nations system organizations.¹⁶ Based on the JIU recommendations addressed to UNIDO, it is clear that, despite the various efforts in-house, a KM strategy was not implemented. According to the JIU recommendations, UNIDO needed to take the following actions to enhance organizational efficiency:

- 1) Develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation;
- 2) Take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020;
- 3) Establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organization's succession planning processes.

In the Glossary produced by UNIDO, knowledge management is defined as **"the systematic management of processes enabling vital individual and collective knowledge resources to be identified, created,**

¹³ https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.

¹⁴ Jochen Gaydoul, SAP Consulting EMEA Skill & Knowledge Management, *A KM Strategy for UNIDO*, https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.

¹⁵ Presentation of "Knowledge Management in UNIDO" by Sajjad Ajmal, Director, O-COR, Pre-Retreat, 16 Feb 2012, https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.

¹⁶ JIU/REP/2016/10, para. 1.

stored, shared, and used for the benefit of the actors involved.¹⁷ Such knowledge resources or products within UNIDO range from working papers, policy briefs, and the flagship Industrial Development Report to training modules and digital platforms. OpenText, Open Data, and most recently, the introduction of Microsoft 365 tools such as Teams, OneDrive and SharePoint are examples of processes and practices that the Organization has put in place to manage the creation, circulation and retention of knowledge. The actors involved are both those internal to the organization, i.e. staff, and external, i.e. recipients of UNIDO knowledge products such as Member States, other internal and non-governmental organizations, private sector, academia, and civil society.

III. PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION

Purpose: The purpose of this evaluation is to inform management about UNIDO's current knowledge management practices with a view to assessing achievements, identifying gaps, and exploring avenues for improvement. The evaluation aims to assess UNIDO's policies and strategies on effective creation, dissemination and retention of knowledge ensuring that lessons learned feed into evidence-based decision-making.

Scope: The evaluation will cover UNIDO's knowledge management practices at the global, regional, and country levels, including headquarters, field offices, and partner organizations. The evaluation will focus on the period from 2016 to 2023. The timeframe selected allows for an assessment of UNIDO's follow-up (if any) with the JIU recommendations on knowledge management. For sake of clarity, knowledge management within UNIDO can be categorized into the following areas:

- 1) Internal KM pertaining to institutional procedures that standardize and facilitate the production, dissemination and retention of knowledge internally – both explicit and tacit knowledge. This includes filing of data, digitalization of records, retention of knowledge and institutional memory through handover protocols, as well as continuation and maintenance of key knowledge products, including learning platforms.
- 2) External KM pertaining to communication and outreach policies and strategies that enable UNIDO to disseminate its knowledge products effectively to stakeholders.

Since this is the first independent evaluation of knowledge management conducted within UNIDO, and given the broad scope of KM, this evaluation will focus on internal processes in order to make relevant and actionable recommendations with transformative potential. As such the focus of this evaluation will be on internal KM processes, protocols and mechanisms with a view to gauging how to optimize UNIDO's operational effectiveness and efficiency.

Objectives: The evaluation will seek to accomplish the following objectives:

1. Assess the current state of knowledge management in UNIDO, including the processes, systems, and tools used to manage and disseminate knowledge.
2. Evaluate the effectiveness of UNIDO's knowledge management practices in supporting the organization's goals and objectives.
3. Identify and address gaps, challenges, and opportunities in UNIDO's knowledge management practices.

¹⁷ UNIDO (2012), *Glossary: Knowledge Management and Sharing*.

https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

4. Identify good practices and success stories in UNIDO's knowledge management practices, and recommend measures to replicate and scale up these practices.
5. Provide actionable recommendations and trigger Management Action Plans to improve UNIDO's knowledge management practices, including specific actions to be taken, timelines, and responsible parties.

IV. EVALUATION APPROACH AND METHODOLOGY

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight,¹⁸ UNIDO Evaluation Policy,¹⁹ and UNIDO [Evaluation Manual](#). UNIDO adheres to international standards and best practices articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the UN System approved by the United Nations Evaluation Group (UNEG) in June 2016.

The evaluation will be carried out as an independent, in-depth exercise using a participatory approach whereby all key parties associated with knowledge management initiatives – whether as “architects” or recipients/users – will be informed and consulted throughout the process. Informal consultations have already been crucial for the formulation of these terms of reference and will continue to feed into the process and outcome of this evaluation.

The evaluation will use a theory of change approach²⁰ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from activities to outputs, 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 approaches to knowledge management.

The evaluation will be carried out by an independent senior consultant with experience in evaluation of knowledge management at the strategic level and experience with UN agencies. EIO will provide at least one team member, who will be actively involved in the design and execution of the evaluation.

1. Data collection methods

The following instruments will be used for data collection:

- (a) **Desk and literature review** of documents related to the knowledge management
- (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 knowledge management initiatives
 - UNIDO staff in HQ and field as recipients of KM directives
 - Representatives of Member States as consumers of UNIDO knowledge products
- (c) **Online data collection** methods will be used to the extent possible
- (d) **Surveys** to be conducted among UNIDO staff and key stakeholders to collect information about survey recipients’ KM-related perceptions and experiences
- (e) **SWOT analysis**

¹⁸ UNIDO (2020), Director General’s Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11).

¹⁹ UNIDO (2021), Director General’s Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

²⁰ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

2. Key evaluation questions and criteria

The following are some initial overall questions to be addressed at the strategic institutional level. These questions will be adjusted during the inception phase to be included in the inception report, with a view to ensuring specificity and feasibility of the evaluation within the given time period. As a purposeful evaluation with the aim to provide actionable recommendations that improve knowledge management processes and practices within UNIDO, the evaluation might focus on some but not all the criteria below.

- 1) RELEVANCE: To what extent are knowledge management initiatives and approaches in UNIDO relevant and contributing to:
 - 1.1 the needs and demands of staff and key stakeholders?
 - 1.2 UNIDO results framework, policies and mandate?
 - 1.3 the achievement of SDGs?
- 2) COHERENCE: Are knowledge management initiatives and approaches coherent with UNIDO's policies and results framework? To what extent is KM in UNIDO supportive of the Organization's priorities, objectives and goals at the global and national level?
- 3) EFFECTIVENESS: To what extent have UNIDO's KM initiatives contributed to results? To what extent has KM served as a strategic tool to optimize internal processes in order to enhance the organization's effectiveness in achieving its objectives and contributing to sustainable industrial development?
- 4) EFFICIENCY: Has UNIDO identified the appropriate tools, mechanisms and processes to enhance its knowledge management functions? How well have resources been used to enhance KM within UNIDO?
- 5) IMPACT: What is the added value of KM to UNIDO? To what extent have KM initiatives generated significant positive or negative, intended or unintended, higher-level effects? Has UNIDO's KM approach generated a transformative effect on the organization and its internal processes?
- 6) SUSTAINABILITY: How sustainable are the results achieved through KM initiatives and approaches? To what extent are the achieved benefits likely to continue?
- 7) OTHERS:
 - 7.1 How and to what extent were previously identified KM-related issues addressed in UNIDO reforms and changing policies?
 - 7.2 To what extent can successful ad hoc KM initiatives in individual units/divisions be replicated and scaled to the entire organization?
 - 7.3 What are some specific steps that UNIDO needs to take in order to enhance its knowledge management practices?

V. EVALUATION PROCESS

The evaluation will be conducted from October 2023 to February 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) Desk review, data analysis, and preliminary informal consultations;
- 2) 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;
- 3) Literature review, interviews/focus group discussions, surveys;
- 4) Data analysis, report writing, and debriefing to UNIDO staff at the Headquarters; and
- 5) Final report issuance, including management action plans, and publication of the final evaluation report on UNIDO website.

VI. TIME SCHEDULE AND DELIVERABLES

The following timeline and deliverables are envisioned for the design and conduct of the evaluation:

Activity	Responsibility	Estimated Timeline
Preparation of evaluation terms of reference	EIO/IEU	Aug 2023
Identification and recruitment of evaluation team (ET) members	EIO/IEU	Sep 2023
Literature review and preparation of evaluation methodology	ET	Oct 2023
Inception report	ET	Nov 2023
Interviews with UNIDO staff and stakeholders	ET/EIO	Nov 2023
Presentation of preliminary findings	ET	Dec 2023
Preparation of draft report	ET	Jan 2024
Presentation of preliminary findings to UNIDO	ET	Jan 2024
Review of draft evaluation report, based on stakeholder feedback & submission of final report	ET	Feb 2024
Finalization and Issuance of final report	EIO/IEU	Feb 2024

VII. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of

- (1) one international senior evaluation consultant with strong expertise in knowledge management; and
- (2) two EIO Evaluation staff members

The tasks of the international consultant are detailed in the job description attached to these terms of reference (see Annex 1).

VIII. REPORTING

Inception report

This evaluation terms of reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the related documentation and having conducted initial interviews with concerned resource persons, the international evaluation consultant will prepare together with the evaluation team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the EIO.

The inception report will focus on the following elements: preliminary theory model(s); elaboration of evaluation methodology, including quantitative and qualitative approaches through an evaluation framework (evaluation matrix); division of work between the international evaluation consultant and the evaluation team member; people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable.²¹

Evaluation Report format and review procedures

A draft report will be delivered to the UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and stakeholders for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report, will be sent to EIO 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 evaluation report.

A presentation of preliminary findings will take place at UNIDO HQ.

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 and who was involved. It should be presented in a way that makes the information accessible and comprehensible. The report should include an abstract and an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

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

The final report will be cleared by EIO.

IX. 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 circulate it within UNIDO together with a management response sheet.

²¹ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Annex 1: UNIDO's Integrated Results Chain

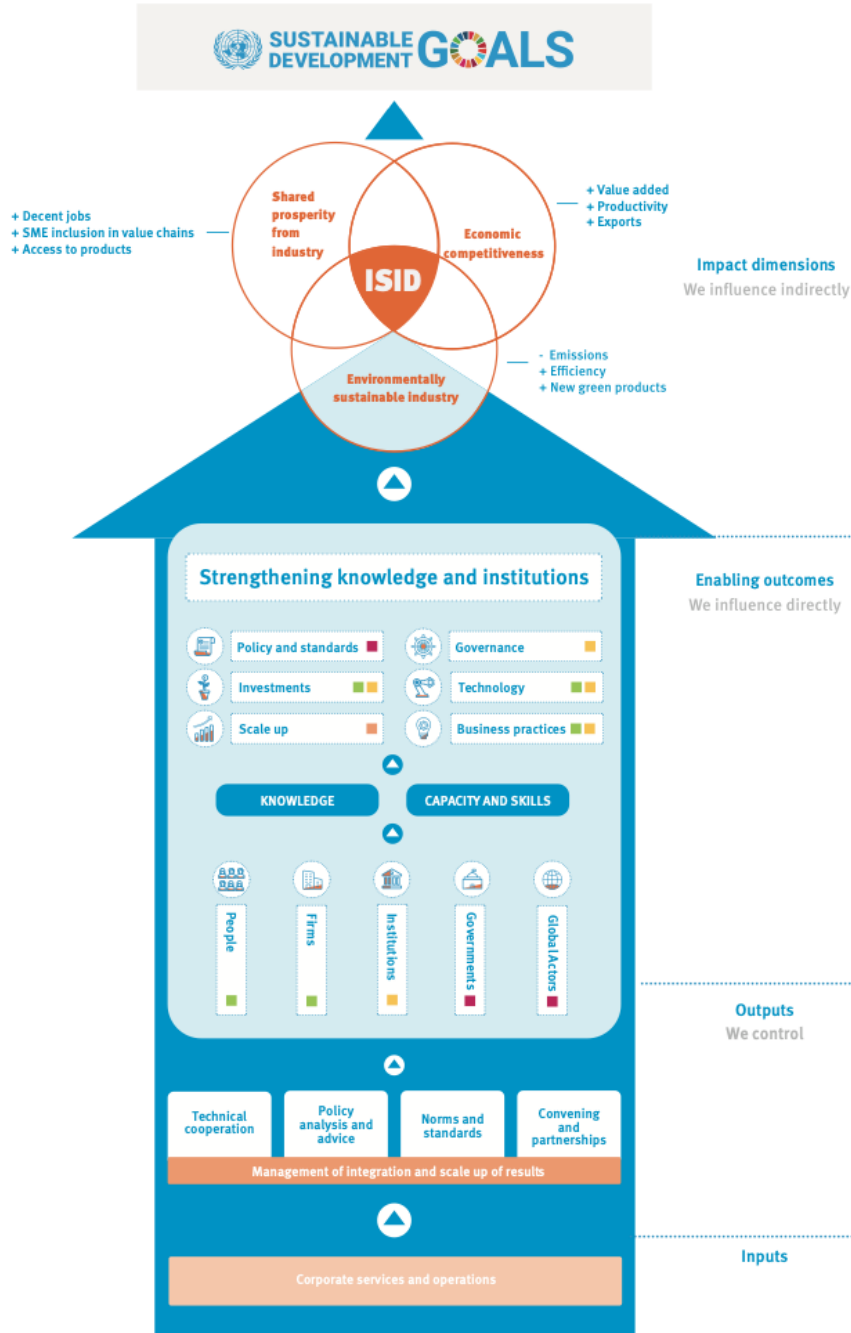


Figure 2. UNIDO's integrated results chain

Source: 2022-25 Medium-term Programme Framework

Annex 2: Job Description



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Senior Evaluation Consultant
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria
Start of Contract (EOD):	October 2023
End of Contract (COB):	February 2024
Number of Working Days:	35 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 of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a 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 levels. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

Under the supervision of the Director of EIO, and Chief of IEU, the international senior evaluation consultant will conduct the independent evaluation of Knowledge Management within UNIDO. The international senior evaluation consultant will carry out the following duties:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
1. Review relevant documentation and background information (policies and strategies, UN strategies, and general KM related data). Define technical questions and determine key data to be collected; adjust the key data collection instruments as needed. Develop interview guidelines/questionnaire/survey.	<ul style="list-style-type: none"> Adjusted table of evaluation questions; Draft list of stakeholders to interview 	8 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	<ul style="list-style-type: none"> Preliminary data collection methods and tools and interview guidelines/questionnaires/survey 		
2. Online briefing with UNIDO EIO Preliminary HQ interviews (online) with relevant UNIDO staff	<ul style="list-style-type: none"> Information collected and analysed 	4 days	Home-based
3. Prepare an inception report that streamlines the specific questions to address the key issues in the ToR, specific methods that will be used, and data to collect, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to EIO for clearance 	4 days	Home-based
4. Mission to UNIDO HQ: interviews with UNIDO staff and stakeholders / Virtual Interviews with partners	<ul style="list-style-type: none"> Evaluation data collected (incl. surveys, interview notes, and others) 	8 days	Vienna, Austria
5. Debriefing / Presentation of preliminary findings and recommendations to UNIDO management and staff	<ul style="list-style-type: none"> Presentation of preliminary findings 	1 day	Online
6. Evaluation report: <ul style="list-style-type: none"> Prepare draft evaluation report for comments by EIO and stakeholders Integrate comments from stakeholders Prepare final draft evaluation report for approval by EIO 	<ul style="list-style-type: none"> Draft report / Final report 	10 days	Home-based
Total		35 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in a field related to development studies, economics, public administration, or business administration.

Technical and functional experience:

- A minimum of 20 years of experience in evaluation and research at the international level is required.
- Experience in evaluating knowledge management approaches is required.
- Experience in developing and evaluating strategies is required.

- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks is required.
- Familiarity with gender analysis tools and methodologies is an asset.
- Good knowledge of UNIDO activities and working experience within the UN system is an asset.
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical, drafting and presentation skills
- 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 consultant 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:

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, 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.

Annex 3: Possible Outline of the Strategic Evaluation Report on Knowledge Management

Abstract

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Abbreviations and acronyms

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Annex 4: Quality Checklist

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

Annex 5: Preliminary List of Reference Documents/Websites

UNIDO Documents

UNIDO (2023). Annual Report 2022.
UNIDO (2022). Annual Report 2021.
UNIDO (2021). Annual Report 2020.
UNIDO (2020). Annual Report 2019.
UNIDO (2019). Annual Report 2018.
UNIDO (2018). Annual Report 2017.
UNIDO (2017). Annual Report 2016.
UNIDO (2021). Medium-term programme framework, 2022-2025 (IDB.49/8-PBC.37/8, 18 March 2021).
UNIDO (2017). Medium-term programme framework, 2018-2021 (IDB.45/8/Add.2, 12 May 2017).
UNIDO (2023). Office of Evaluation and Internal Oversight Evaluation Work Plan and Provisional Budget 2022-2023: Update for 2023.

Evaluation Guidance Documents

OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.
UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019).
UNIDO (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021).
UNIDO (2023). UNIDO Evaluation Manual.
UNIDO (2018). UNIDO Evaluation Tools: Guidance for integrating gender in evaluations of UNIDO projects and programmes (prepared by the UNIDO Independent Evaluation Division, August 2018, Rev.1).
UNIDO (2023). UNIDO Evaluation Tools: Guidance for preparation of an evaluation inception report (prepared by the UNIDO Independent Evaluation Division, August 2018).

Past UNIDO Evaluations

UNIDO (2023). Synthesis of UNIDO Independent Evaluations 2018-2022.
UNIDO (2022). UNIDO's capacity to contribute to transformational change.
UNIDO (2022). UNIDO medium-term programme framework (MTPF) 2018-2021.
UNIDO (2019). UNIDO field network.
UNIDO (2018). UNIDO's staff competency development.

United Nations Documents

Chief Executives Board for Coordination (2009). Report of the High-level Committee on Programmes on its eighteenth session (CEB/2009/5).
Joint Inspection Unit (2007). Knowledge Management in the United Nations System (JIU/REP/2007/6).
Joint Inspection Unit (2016). Knowledge Management in the United Nations System (JIU/REP/2016/10).

UNIDO Intranet

A KM Strategy for UNIDO.

https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.

Glossary: Knowledge Management and Sharing.

https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

KM Group ToR QW Challenges.

https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.

Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO.

https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.

Presentation of “Knowledge Management in UNIDO” by Sajjad Ajmal, Director, O-COR, Pre-Retreat, 16

Feb 2012, https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.

UNIDO KM Strategy Paper.

https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.

Websites

<https://hub.unido.org>

<https://iap.unido.org>

<https://ipp-moodle.unido.org>

<https://learning.unido.org>

<https://leatherpanel.org>

<https://lkdfacility.org>

<https://open.unido.org>