



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

**Industrial capacity-building, policy advice and diagnostics for the
green recovery of Ukraine**

UNIDO ID: 230030

03/2024

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

| | |
|--|---|
| Project number: | 230030 |
| Project title: | Industrial capacity-building, policy advice and diagnostics for the green recovery of Ukraine |
| Thematic area code: | JR10 and JR20 |
| Start date: | 01.04.2023 |
| End date: | 31.12.2023 |
| Extension: | 31.03.2024 |
| Project site: | Ukraine |
| Government coordinating entity: | Ministry of Strategic Industries of Ukraine |
| Cooperating entities: | Cabinet of Ministers of Ukraine, Ministry of Economy of Ukraine, Ministry of Agrarian Policy and Food of Ukraine, Ministry of Digital Transformation of Ukraine, Ministry of Education and Science of Ukraine, Ministry of Energy of Ukraine, Ministry of Environmental Protection and Natural Resources of Ukraine, Ministry of Foreign Affairs of Ukraine, Ministry of Social Policy of Ukraine, Ministry of Veterans Affairs of Ukraine, Ministry of Youth and Sports of Ukraine |
| Donor: | Germany (Federal Ministry for Economic Cooperation and Development – BMZ) |
| Executing agency: | UNIDO |
| Project input: | EUR 2,628,581 |
| Support costs (13%): | EUR 341,716 |
| UN coordination levy (1%): | EUR 29,703 |
| Total donor input: | EUR 3,000,000 |

(Source: Project document)

2. Project context

In July 2022, UNIDO received a request from the Government of Ukraine to provide support for the reconstruction of the country's industry and infrastructure, which are significantly affected by the ongoing war. In response, UNIDO commenced conceptualizing and discussing with the Government a green recovery programme for ISID in Ukraine to potentially cover the period from 2024 to 2028.

The programme is aimed to set out a strategic vision for coherent, evidence-based, cross-sectoral and multi-stakeholder action in support of the country's recovery efforts and long-term industrial development. Combining industrial policymaking, technical cooperation, capacity-building, normative support, peer learning and knowledge transfer, this work will be synergetic with the national plan/s and vision, as well as with the Transitional Framework (TF) 2022-2024 between the United Nations and the

Government of Ukraine (to which UNIDO is an implementing agency) and the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF) for Ukraine 2025-2029.

In line with UNIDO's approach to post-conflict/-crisis situations, UNIDO's response in Ukraine is built around the following key phases:



Each phase has a preliminarily defined timeline, priorities, scope of activities and envisaged outcomes. Acknowledging the current high degree of uncertainty and fluidity of the situation in Ukraine, the programme will provide an overarching strategic planning direction for UNIDO's operations in the country while remaining adjustable as the situation evolves.

As part of the preparatory phase undertaken from the second half of 2022 through the beginning of 2023, UNIDO developed an industry-focused rapid diagnostic study. UNIDO has been working to identify the most acute needs and corresponding solutions with a focus on restoring the livelihoods of the affected people by providing job creation and income generation opportunities, as well as sustaining critical industrial processes while minimizing the impact of the hostilities on the environment. The findings of the study inform the current project, which, in its turn, will inform the larger-scale green recovery programme for ISID in Ukraine.

Moreover, UNIDO conducted a gender analysis, focusing on the issues around the key components of the future programme for Ukraine. Based on the gender analysis and consultations with stakeholders, an action plan will be developed, identifying entry points for mainstreaming gender within UNIDO's activities in Ukraine, which will also serve as a contribution to the project.

3. Project objective and expected outcomes

Objective of the project

The overall objective of the project is to provide technical support to the Government of Ukraine in conceptualizing and operationalizing a strategic approach towards green industrial reconstruction and development through the coherent, evidence-based and result-oriented green recovery programme for ISID, which is to be led and owned by the Government of Ukraine. UNIDO will be positioned as the country's key partner within this process given the Organization's unique expertise and cross-sectoral scope of services.

Project outcomes

Outcome 1: The productivity and efficient recovery of the industrial sector of Ukraine are supported by a strengthened industrial policymaking capacity and an improvement of the policy process;

Outcome 2: The Government of Ukraine, its institutional framework and enterprises are equipped with tailored thematic tools and best-available solutions to guide and foster the country's short- to medium-term green recovery and long-term ISID;

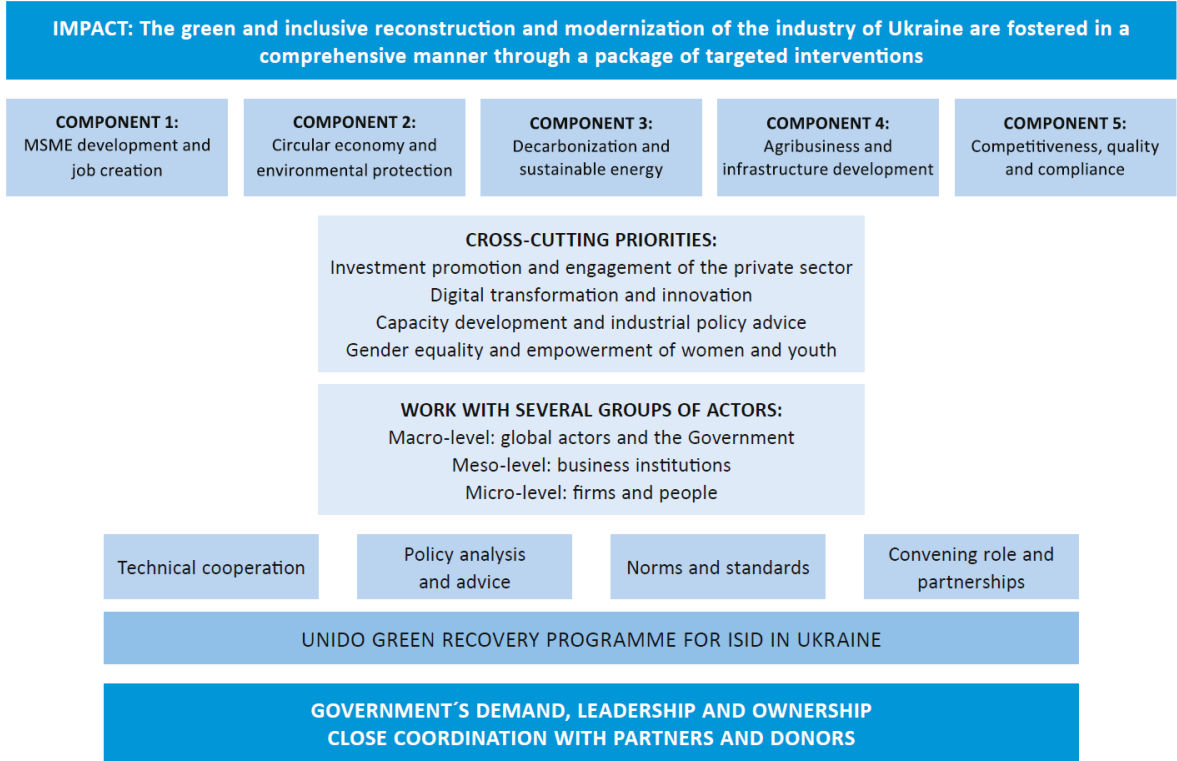
Outcome 3: The green recovery programme for ISID in Ukraine 2024-2028 provides an operational, evidence-based and result-oriented framework for the multi-stakeholder partnership to restore the country’s industry under the ownership and leadership of the Government of Ukraine;

Outcome 4: Cooperation and peer learning at the local level between the municipalities of Ukraine and Germany to foster green recovery and long-term development are strengthened with a specific focus on each of the identified priority areas of the future green recovery programme for ISID in Ukraine.

4. Project implementation arrangements

The envisaged architecture of the programme as presented in the project document has in the meantime been revised to reflect emerging project realities. Figure 1 below is extracted from the project document. The revised and slightly amended programme architecture can be viewed in the draft Green Industrial Recovery Programme for Ukraine 2024-2028, which is currently in the approval process.

Figure 1: Architecture of the UNIDO green recovery programme for ISID in Ukraine

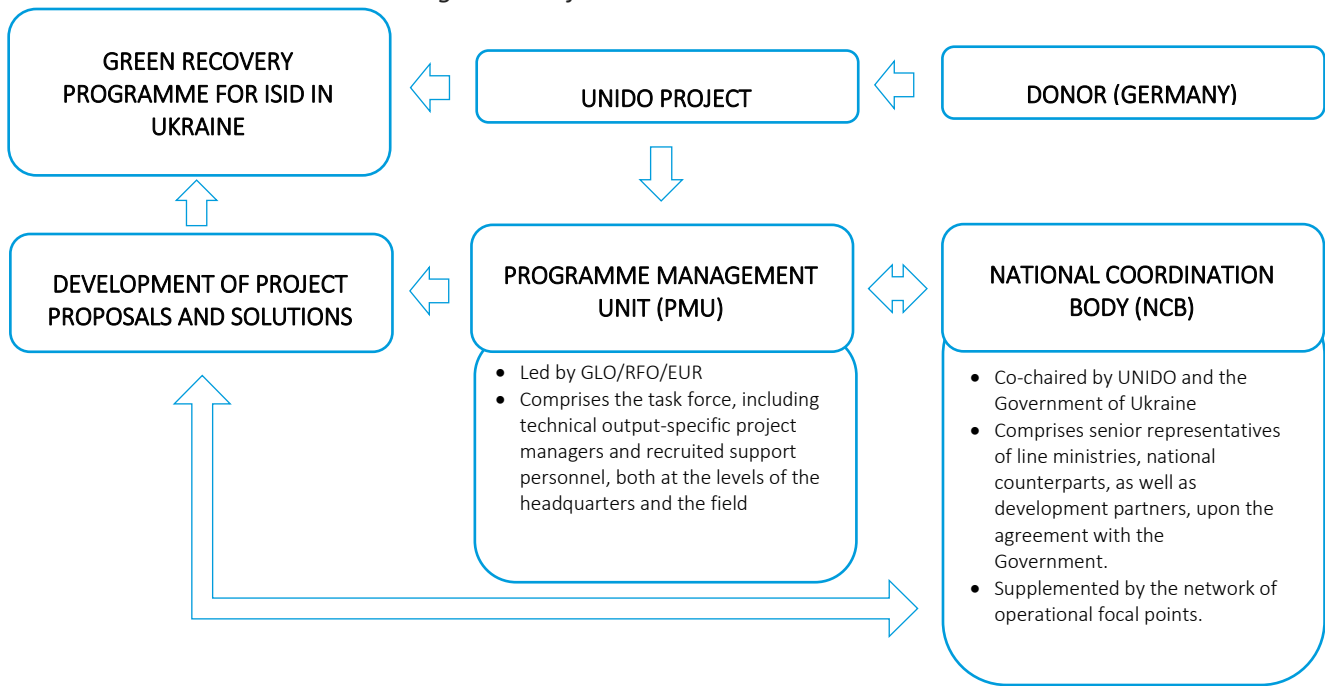


(Source: Project document)

The project, as described in the project document, required the establishment of a solid coordination mechanism for developing the green recovery programme for ISID in Ukraine in a participatory, consistent and result-oriented manner, generating greater development impacts and stimulating resilience building under the general ownership and leadership of the Government of Ukraine. The now updated coordination mechanism, which was established internally and externally, is also available in the newly developed follow-up programme for the 2024-2028 period.

The general structure of the project’s coordination mechanism is presented below in figure 2.

Figure 2: Project coordination structure



(Source: Project document)

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date on 01.04.2023 to the completion date on 31.03.2024.

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.

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](#).

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. As this evaluation takes place in a situation of crisis where many factors cannot be foreseen such as easy availability of interviewees or their willingness

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)

to participate in such an exercise at this stage of Ukraine's development, this evaluation will be handled with maximum flexibility and empathy for all stakeholders involved.

As is common practice, 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 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. At the time of the evaluation the project will have been operationally closed and a final completion report should be available for the evaluators.
 - Notes from the meetings of the National Coordinating Body (NCB) involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. In view of the situation in Ukraine no field visit by the international evaluation expert will take place. Key stakeholders are interviewed online, and where possible face-to-face by a national evaluation expert. The list of interviewees includes:
 - UNIDO Management, staff and consultants involved in the project; and
 - Representatives of donors, counterparts, and other stakeholders.
 - Actual and potential project beneficiaries in Ukraine as far as they are available for online interviews.
 - UN Resident Coordinator and UNIDO Country offices' representative to the extent that they were involved in the project; and,
 - National [and sub-regional] authorities dealing with project activities, as deemed necessary.
- (c) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

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

- 1) **Relevance**: Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence**: How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness**: Is the project/programme achieving its objectives?
- 4) **Efficiency**: How well are resources being used? Has the project/programme delivered results in an economic and timely manner?

⁴ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- 5) Impact: What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?
- 6) Sustainability: Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

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](#). As has been practiced in the past and as this project is particular in that it has a very short project duration with the aim to lay the ground for a larger implementation project, similar to a preparatory project, yet with a relatively large budget, certain evaluation criteria will be prioritized in accordance with the outcomes of the inception phase. In other words, some of the below criteria will be assessed in more depth than others, as decided by the stakeholders.

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 |

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.

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 04/2024 to 06/2024. 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 and data analysis. The Project Management Unit is responsible for sharing all available information at the very start of the evaluation process.
- 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. The inception phase is a very important part of the evaluation process and identifies the key evaluation questions based on initial discussions with the project management team and donor representatives. The inception report summarizes expectations expressed by key stakeholders and presents them in a manageable format. The inception report is an internal document, which is shared and cleared by the key stakeholders.
- 3) Interviews, survey and literature review. In view of the complex situation in Ukraine, the Project Management Unit may provide administrative assistance to the evaluation team in terms of helping with setting up an interview schedule and following up on missed or postponed meetings as well as facilitating surveys, if needed, and access to relevant documentation.

- 4) Data analysis and report writing. The first draft report will be widely shared with all stakeholders who were involved in the evaluation in Ukraine, Germany and at UNIDO Headquarters and a debriefing meeting will be organised online summarizing the findings, conclusions and presenting recommendations and lessons learnt.
- 5) Report finalization and submission. Comments received in writing from key stakeholders, the Project Manager (PM), Programme Management Unit (PMU) team, donor representative, and the IEU Evaluation Manager will feed into the revised version of the report for final submission within two weeks after the debriefing meeting. The Evaluation team leader is expected to revise the draft TE report, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU reporting standards.
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report on the UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

Table 7. Tentative timelines

| Timelines | Tasks |
|-----------------------|---|
| 1-19 April 2024 | Desk review, and online briefings with the programme management unit (PMU) team and donor to inform the inception report writing. |
| 22-30 April 2024 | Inception report clearance process. |
| 1-24 May 2024 | Online interviews. |
| 27 May – 14 June 2024 | Preparation of first draft evaluation report; Debriefing in Vienna. |
| 21 June 2024 | Final evaluation report with incorporated comments by key stakeholders. |
| 4 July 2024 | Published evaluation report incl. management response |

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.

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 PMU team at UNIDO Headquarters and in Ukraine will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager and the donor representative, 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 timetable⁵.

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. Based on this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

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

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

⁵ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

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.

Annex 1: Project Logical Framework

| IRPF indicators | Targets ⁶ | Sources of verification | Assumptions |
|--|--|---|--|
| <p>Impact: The green and inclusive reconstruction and modernization of the industry of Ukraine are fostered in a comprehensive manner through a package of targeted interventions in industrial capacity-building, policymaking, technology demonstration and diagnostics</p> | | | |
| <p>ENV.1: Cumulative reduction of CO₂-eq emissions</p> | <p>Target: 1,000 tons</p> | <ul style="list-style-type: none"> • National statistics • Project progress reports • Project completion report • Project independent terminal evaluation • Green recovery programme for ISID in Ukraine | <ul style="list-style-type: none"> • While the war is still ongoing, the security situation in the country remains sufficiently safe, especially in central and western regions, allowing for the implementation of project activities and the movement of project personnel and beneficiaries |
| <p>SOC.1: Number of additional jobs created and jobs retained</p> | <p>Target: 50 (40% of jobs for women)</p> | <ul style="list-style-type: none"> • NCB meeting reports • Testimonials of counterparts • Government national policies and action plans • Analytical materials | <ul style="list-style-type: none"> • The Government of Ukraine recognizes the relevance of ISID for addressing the country's recovery needs and prioritizes work with UNIDO, ensuring the required national ownership and leadership • The Government of Ukraine has sufficient national capacities to productively engage with UNIDO within the project, support industrial capacity-building, policy advice and diagnostics and foster the sustainability of project results in the medium and long terms • All project counterparts are well engaged in and informed of project activities, as well as |

⁶ In view of the project's limited duration, impact- and outcome-level indicators and targets will be validated and refined during the project's inception phase.

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| | | | committed to long-standing and sustainable results, thus mitigating any potential risks of delays or disruptions and informing UNIDO of any challenges in a timely manner |
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Outcome 1: The productivity and efficient recovery of the industrial sector of Ukraine are supported by a strengthened industrial policymaking capacity and an improvement of the policy process

Outcome 2: The Government of Ukraine, its institutional framework and enterprises are equipped with tailored thematic tools and best-available solutions to guide and foster the country’s short- to medium-term green recovery and long-term ISID

Outcome 3: The green recovery programme for ISID in Ukraine 2024-2028 provides an operational, evidence-based and result-oriented framework for the multi-stakeholder partnership to restore the country’s industry under the ownership and leadership of the Government of Ukraine

Outcome 4: Cooperation and peer learning at the local level between the municipalities of Ukraine and Germany to foster green recovery and long-term development are strengthened with a specific focus on each of the identified priority areas of the future green recovery programme for ISID in Ukraine

| | | | |
|--|---|---|--|
| POL.3: Number of guidelines adopted by relevant actors | Target: 3 | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Project independent terminal evaluation • NCB meeting reports • Records of capacity-building activities • Testimonials of counterparts • Protocols from personnel interviews • Terms of reference of the Intelligence Unit • Government national policies and action plans | <ul style="list-style-type: none"> • The Government of Ukraine cooperates with UNIDO for the development of industrial diagnostics and provides the necessary inputs • The Government of Ukraine has sufficient institutional capacities to develop an industrial development strategy with UNIDO’s support and further implement the monitoring and evaluation plan • Representatives of the Government of Ukraine participate in capacity-building activities • The Government of Ukraine supports the establishment of and hosts the Intelligence |
| GOV.2: Number of actors participating in enhanced collaboration settings (clusters, networks) | Target: 15 | | |
| KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas | Target: 125 Knowledge areas: green industry and circular economy, low-carbon industrial development, innovation and 4th industrial revolution, sustainable food systems, industrial intelligence (statistics, data) for evidence-based policymaking, best management practices and | | |

| | | | |
|---|--|--|---|
| | international standards | | |
| KASA.2: Number of actors gaining skills on UNIDO knowledge areas | Target: 65 Knowledge areas: green industry and circular economy, low-carbon industrial development, innovation and 4th industrial revolution, sustainable food systems, industrial intelligence (statistics, data) for evidence-based policymaking, best management practices and international standards | <ul style="list-style-type: none"> • Green recovery programme for ISID in Ukraine • Communication and advocacy materials • Analytical materials • Records and data of institutional partners | <p>Unit and closely considers the industrial intelligence it produces</p> <ul style="list-style-type: none"> • Line ministries and other counterpart institutions of Ukraine are willing to strengthen cooperation with UNIDO and foster ISID through industrial capacity-building and diagnostics in a coordinated manner through a number of cross-sectoral interventions • The project is strongly supported by UNIDO internally and an efficient coordination mechanism is in place to ensure synergies and scale-up • The security situation in the country allows for the delivery of technical cooperation activities and productive engagement with project beneficiaries • The Government of Ukraine recognizes the relevance of ISID for addressing the country's recovery needs and prioritizes work with UNIDO, ensuring the required national ownership and leadership • Ukraine remains high on the international development agenda, allowing for effective partnership building • Target audiences and development partners are interested in UNIDO's work to support the green recovery and ISID of Ukraine and engage in the promotional work |
| BUS.1: Cumulative number of firms with improved management practices | Target: 15 (40% of women-led firms) | | |
| TEC.3: Number of new technologies adopted | Target: 10 | | |
| REACT.1: Percentage of actors satisfied with UNIDO interventions | Target: 90% | | |
| REA.1: Number of actors reached | Target: 30 Type of actor: government bodies | | |
| | Target: 20 Type of actor: global actors | | |
| | Target: 18 Type of actor: intermediary institutions | | |
| REA.2: Number of actors engaged | Target: 20 Type of actor: government bodies | | |

| | | | |
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| | <p>Target: 7 Type of actor: global actors</p> <p>Target: 10 Type of actor: intermediary institutions</p> <p>Target: 35 Type of actor: firms</p> | | |
| Output 1: Industrial diagnostics for informed policymaking | | | |
| PAO.2: Number of analytical and statistical publications produced | Target: 1 (gender-responsive) | <ul style="list-style-type: none"> • Drafts of the chapters are sent for comments and the final diagnostics document is reviewed by relevant counterparts • Whereas industrial diagnostic is profiled as a unique integrated output, the produced drafts of chapters will be sent for feedback as appropriate | <ul style="list-style-type: none"> • The Government of Ukraine cooperates with UNIDO for the development of industrial diagnostics and provides the necessary inputs • Companies and intermediary institutions are willing to provide insights through the survey for the analysis of the impact of the hostilities on their operations |
| Output 2: Industrial policy advice and capacity development | | | |
| PAO.1: Number of industrial strategies and industrial policy documents drafted/prepared | Target: 1 (gender-responsive) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Government national policies and action plans • Records of capacity-building activities • NCB meeting reports • Protocols from personnel interviews • Terms of reference of the Intelligence Unit | <ul style="list-style-type: none"> • The Government of Ukraine has sufficient institutional capacities to develop an industrial development strategy with UNIDO's support and further implement the monitoring and evaluation plan • Representatives of the Government of Ukraine participate in capacity-building activities • The Government of Ukraine supports the establishment of and hosts the Intelligence Unit and closely |
| TCO.1: Number of capacity-building activities provided | Target: 9 (40% of women among beneficiaries) | | |
| TCO.3: Number of toolkits and guidelines produced | Target: 1 | | |

| | | | |
|---|--|--|---|
| | | | considers the industrial intelligence it produces |
| Output 3: Promotion of the growth and resilience of MSMEs and job creation for war-affected people | | | |
| TCO.3: Number of toolkits and guidelines produced | Target: 1 | <ul style="list-style-type: none"> • Project progress reports • Project completion report | <ul style="list-style-type: none"> • The Government of Ukraine, other national counterparts and private sector actors cooperate with UNIDO for the development of the assessments and mapping and provide the necessary inputs |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 1 (40% of women among participants) | <ul style="list-style-type: none"> • Records of capacity-building activities • Analytical materials • Project proposal | |
| Output 4: Empowerment of youth and women with innovative industrial and entrepreneurial skills | | | |
| TCO.1: Number of capacity-building activities provided | Target: 7 (40% of women among beneficiaries) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Records of capacity-building activities • Records and data of institutional partners • Analytical materials | <ul style="list-style-type: none"> • Target beneficiaries are motivated and willing to learn new skills and knowledge for green recovery and in entrepreneurship and innovation and are receptive to capacity-building activities and training programmes • There is a supportive environment for youth and women to find jobs, upskill/reskill or start and grow a business, including access to vocational and technical training, funding, mentorship, apprenticeship and markets • There is a range of resources available to support the development of TVET curricula and capacity-building activities, including public and private sector partners, civil society organizations and academia |
| TCO.3: Number of toolkits and guidelines produced | Target: 5 | | |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 1 (40% of women among participants) | | |
| TCO.4: Number of business plans developed | Target: 10 (40% of women among participants) | | |
| Output 5: Promotion of circular economy and strengthening of recycling capacities | | | |

| | | | |
|---|--|---|---|
| TCO.1: Number of capacity-building activities provided | Target: 3 (40% of women among beneficiaries) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Records of capacity-building activities • Government national policies and action plans • Analytical materials | <ul style="list-style-type: none"> • Companies and national counterparts are willing to engage in project activities and are interested in technical assistance and capacity-building offered |
| TCO.3: Number of toolkits and guidelines produced | Target: 1 | | |
| PAO.2: Number of analytical and statistical publications produced | Target: 1 | | |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 1 (40% of women among participants) | | |
| Output 6: Distributed energy generation and energy efficiency for SMEs | | | |
| TCO.1: Number of capacity-building activities provided | Target: 4 (40% of women among beneficiaries) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Records of capacity-building activities | <ul style="list-style-type: none"> • Companies and renewable energy and energy efficiency service providers are willing to engage in project activities and are interested in technical assistance and capacity-building offered |
| TCO.3: Number of toolkits and guidelines produced | Target: 2 | | |
| Output 7: Revitalization of agribusiness and food processing industry | | | |
| TCO.1: Number of capacity-building activities provided | Target: 2 (40% of women among beneficiaries) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Records of capacity-building activities • Government national policies and action plans • Analytical materials | <ul style="list-style-type: none"> • Companies and national counterparts are willing to engage in project activities and interested in technical assistance and capacity-building offered |
| PAO.2: Number of analytical and statistical publications produced | Target: 3 | | |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 3 (40% of women among participants) | | |
| Output 8: Strengthening of competitiveness, quality and compliance for market access | | | |
| TCO.4: Number of business plans developed | Target: 1 | <ul style="list-style-type: none"> • Project progress reports | <ul style="list-style-type: none"> • The Government of Ukraine, its quality |

| | | | |
|---|--|--|---|
| PAO.2: Number of analytical and statistical publications produced | Target: 3 | <ul style="list-style-type: none"> • Project completion report • Records of capacity-building activities • Government national policies and action plans • Analytical materials | <p>infrastructure institutions, service providers and private sector actors in the construction sector cooperate with UNIDO for the development of the assessments and provide the necessary inputs</p> <ul style="list-style-type: none"> • International players in sustainability standard-setting are interested in fostering the integration of sustainability principles for reconstruction in Ukraine and joining the network |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 3 (40% of women among participants) | | |
| CPO.3: Number of international networks and platforms for which UNIDO is providing secretariat functions | Target: 1 | | |
| Output 9: Promotion of digital transformation and uptake of artificial intelligence and robotics | | | |
| TCO.1: Number of capacity-building activities provided | Target: 3 (40% of women among beneficiaries) | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Records of capacity-building activities • Government national policies and action plans • Analytical materials | <ul style="list-style-type: none"> • The key national counterpart remains committed to the implementation of project activities, as well as involved and responsive |
| TCO.3: Number of toolkits and guidelines produced | Target: 1 | | |
| Coordination, communication and advocacy | | | |
| TCO.3: Number of toolkits and guidelines produced | Target: 1 | <ul style="list-style-type: none"> • Project progress reports • Project completion report • Green recovery programme for ISID in Ukraine • NCB meeting reports • Testimonials of counterparts • Communication and advocacy materials • Analytical materials | <ul style="list-style-type: none"> • The Government of Ukraine nominates NCB members and operational focal points in a timely manner, who are willing to cooperate with UNIDO and provide the ownership and leadership of development cooperation activities |
| PAO.2: Number of analytical and statistical publications produced | Target: 5 | | |
| CPO.1: Number of global fora, workshops/EGM/side events organized | Target: 4 (40% of women among participants) | | |

Annex 2: Job descriptions



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

| | |
|--|--|
| Title: | Senior evaluation consultant, team leader |
| Main Duty Station and Location: | Home-based |
| Start of Contract (EOD): | 03.04.2024 |
| End of Contract (COB): | 28.06.2024 |
| Number of Working Days: | 33 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

The international evaluation 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>Desk review & data analysis:</p> <p>Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument, if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, develop a meeting schedule and list of stakeholders to be interviewed online or in person.</p> | <ul style="list-style-type: none"> • Key evaluation questions and an evaluation matrix. • Draft list of stakeholders to be interviewed. • Workplan and responsibilities for each team member. • Issues and questions to be addressed by the local technical expert • Key stakeholder online meeting minutes. | 5 days | Home-based |
| <p>Inception phase:</p> <p>Based on consultations with the project management team and donor representatives, identify the key evaluation questions and prioritize evaluation criteria to be assessed in depth.</p> <p>Prepare an inception report summarizing these expectations and identify the methods to be used and data to be collected, confirm the evaluation methodology, draft a theory of change, and provide a tentative workplan.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to conducting interviews.</p> | <ul style="list-style-type: none"> • Draft inception report, incl. theory of change and evaluation framework for clearance by IEU. • Guidance to the national evaluator to prepare output analysis and technical inputs. | 5 days | Home based |
| <p>Interviews, surveys and literature review:</p> <p>Conduct interviews online and in person, where feasible.</p> <p>Conduct survey, if deemed useful.</p> <p>Conduct additional literature review, if necessary.</p> | <ul style="list-style-type: none"> • Report outline | 10 days | Home-based |
| <p>Data analysis & report writing:</p> <p>Coordinate the inputs from the National Consultant and draft the evaluation report.</p> | <ul style="list-style-type: none"> • Draft evaluation report. | 10 days | Home-based |

| MAIN DUTIES | Concrete/ Measurable Outputs to be achieved | Working Days | Location |
|---|--|--------------|------------|
| Share the evaluation report with UNIDO project management team, donor representatives and national stakeholders for feedback and comments. Present overall findings, conclusions and recommendations to the stakeholders in a debriefing meeting. | | | |
| Report finalization and submission: Revise the draft project evaluation report based on verifiable verbal and written comments from key evaluation stakeholders. Conduct final edit of language and form according to UNIDO standards and submit report to IEU evaluation manager. | <ul style="list-style-type: none"> Final evaluation report. | 3 days | Home-based |

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 20 years' experience in evaluation of development projects and programmes;
- Experience with conducting complex evaluations in challenging environments;
- 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 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, 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 within Ukraine only if deemed safe |
| Start of Contract: | 03.04.2024 |
| End of Contract: | 28.06.2024 |
| Number of Working Days: | 20 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

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

| MAIN DUTIES | Concrete/ Measurable Outputs to be achieved | Working Days | Location |
|--|--|---------------------|-----------------|
| <p>Desk review & data analysis: 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 from a national point of view and advise the team leader.</p> | <ul style="list-style-type: none"> • Draft list of stakeholders to be interviewed. • Workplan and responsibilities for each team member. • List of key issues and questions for consideration by team leader • Key stakeholder online meeting minutes. | 4 days | Home-based |

| | | | |
|---|--|---------|------------------------------------|
| <p>Determine key data to collect in the field and adjust the key data collection instrument, if needed.</p> <p>In coordination with the team leader and the project manager and her assistant, discuss and share responsibilities for online and in-person meetings and agree on a meeting schedule and list of stakeholders to be interviewed.</p> | | | |
| <p>Inception phase: Based on consultations with the project management team and donor representatives, provide inputs to team leader on key evaluation questions. Based on guidance from team leader prepare initial draft of output analysis.</p> | <ul style="list-style-type: none"> • Output analysis and technical inputs. | 2 days | Home based |
| <p>Interviews, surveys and literature review: Conduct interviews online and in person, where feasible. Provide support, where needed, with the interview schedule. Support team leader where translation is required.</p> | <ul style="list-style-type: none"> • Individual interview summaries • Technical inputs and observations emanating from interviews; | 10 days | Home-based & local travel, if safe |
| <p>Data analysis & report writing: Follow up with stakeholders regarding additional information promised during interviews. Together with the team leader, present overall findings, conclusions and recommendations to the stakeholders at UNIDO HQ in a debriefing meeting.</p> | <ul style="list-style-type: none"> • Inputs to draft evaluation report. | 4 days | Home-based |

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in economics, social sciences, or other relevant discipline like developmental studies with a specialization in green economy, environmental policy or green industrial development.

Technical and functional experience:

- Excellent knowledge and competency in the field of policy advice and economic/industrial development.
- Evaluation experience is an asset.
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in Ukrainian 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:**

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.

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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: Outline of an in-depth project evaluation report

Abstract

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Acknowledgements

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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> | | | |