



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

OFFICE OF EVALUATION AND INTERNAL OVERSIGHT (EIO)

TERMS OF REFERENCE

Independent Strategic Evaluation

Third Industrial Development Decade for Africa – IDDA III

2016-2025

April 2024

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I. INTRODUCTION AND BACKGROUND

1. Context

On 25 July 2016, the United Nations General Assembly unanimously adopted resolution A/RES/70/293 on the third Industrial Development Decade for Africa (IDDA III).¹ Through this proclamation the international community recognized the potential for the African continent to achieve meaningful development through sustainable industrialization while indicating their willingness to enhance partnerships with African stakeholders.

The Resolution called upon the African Union Commission (AUC), the African Union Development Agency (AUDA-NEPAD), the Economic Commission for Africa (UNECA) and, specifically, the United Nations Industrial Development Organization (UNIDO) “to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa.”² It also called upon UNIDO to foster partnerships, coordinate with other relevant United Nations entities, and organize joint initiatives in favor of industrialization, including technology transfer, productive diversification, agribusiness value chain development, trade capacity building, renewable energy and energy efficiency, industrial policy, special economic zones and industrial parks, climate change and human capital development, all while strengthening Public-Private Partnerships (PPPs) with a range of stakeholders.

The Resolution further called for stronger PPPs with multi-stakeholders and enhanced international cooperation including, among others, North-South, South-South and triangular cooperation. The resolution also called upon the UNIDO’s Director General to submit an annual report on the progress of IDDA III to the United Nations General Assembly through the Secretary General.

In March 2019, a workshop was held at UNIDO Headquarters in Vienna, Austria, where focal points of the key implementing partners gathered and agreed on a joint roadmap for the implementation of IDDA III. Accordingly, four issues were highlighted that were deemed to be critical for the successful implementation of IDDA III, including:

- a) ensuring government ownership and leadership as success will depend on a clear vision, commitment and resolve on the part of African Governments;
- b) strengthening an enabling business environment that includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies and market institutions;
- c) prioritizing sectors that have high potential for growth and which can meaningfully contribute to the alleviation of poverty; and
- d) building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources.

2. Objectives and expected outcomes

The roadmap identified six key interconnected strategic objectives to contribute to the industrialization of Africa. Each strategic objective was split into strategic action areas, which

¹ <https://undocs.org/A/RES/70/293>

² A/RES/70/293, para. 2.

were to be further subdivided into programmes and projects with specific targets. Furthermore, each of the six strategic objectives was paired with a target (see Table 1 below).

Table 1. Strategic Objectives and Targets of IDDA III

Strategic Objective	Target
1: Maintain the industrialization of Africa high on the political and developmental agenda through the organization of global forums to take stock of IDDA III implementation as well as building new partnerships and creating synergies with other key partners and stakeholders.	By 2025, the contribution of inclusive and sustainable industrialization of Africa for the fulfilment of the 2030 Agenda and Agenda 2063 gets buy-in at the highest political level both at regional and global levels. This will be demonstrated through the renewed commitment and demonstrated support for Africa's industrialization at the continental and global level.
2: Improve systemic capacity of key stakeholders to produce evidence-based policymaking through strategic support towards the development and management of industrial policy instruments.	Target: By 2025, African countries will have enhanced institutional capacity to produce evidence-based policies to objectively inform their industrial development agenda, underpinned by effective disaggregated data generation, storage and analysis.
3: Scale up technical cooperation to accelerate Africa's industrialization through the implementation of the multistakeholder partnership model for inclusive and sustainable industrial development in African countries.	By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment, diversification and competitiveness and the number of countries participating in the UNIDO Programme for Country Partnership will have increased.
4: Strengthen cooperation at the level of the African Union, regional economic communities and countries, notably through support in the implementation of the Action Plan for the Accelerated Industrial Development for Africa.	By 2025, there will be increased and strengthened cooperation of development partners with the African Union, regional economic communities and Member States, especially, for support towards the implementation of the Action Plan for the Accelerated Industrial Development for Africa and related industrialization frame- works.
5: Strengthen partnerships and resource mobilization from government, public and private sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact.	By 2025, there will be strengthened partnerships and resource mobilization from government, public and private sectors, and multi- lateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact on Africa's Industrialization.
6: Ensure greater awareness of IDDA III through branding, communication and advocacy.	Target: By 2025, there will be more people who have a better appreciation of IDDA III and who will champion it through branding, communication and advocacy initiatives at all levels of the society. This will include formation of champions of: <ul style="list-style-type: none"> • African Heads of State for the implementation of IDDA III • Businesses and private sectors for Africa's industrialization • Development partners and stakeholders, including civil society and the media, for an inclusive and sustainable industrial development in Africa

3. IDDA III Implementation Arrangements

While reiterating that African countries have primary responsibility for their own economic and social development and emphasizing the role of national policies and development strategies, the resolution included the following arrangements for the implementation of IDDA III³:

- AUC, AUDA-NEPAD and UNECA, in conjunction with UNIDO, to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa;
- Director General of UNIDO to mobilize adequate resources for the implementation of IDDA III;
- UNIDO, as the UN's specialized agency for industrialization, in close collaboration with the African Union, to scale up its technical assistance to African countries in accordance with its mandate to promote inclusive and sustainable industrial development for the successful implementation of IDDA III;
- UNIDO to foster partnerships with other relevant entities in the UN development system, and to promote the necessary linkages to develop joint initiatives in favor of industrialization, including technology transfer, access to ICT, productive diversification, agribusiness value chain development, trade, capacity-building, renewable energy and energy efficiency, industrial policy, special economic zones and industrial parks, an action on climate change and human capital development, while also strengthening public-private partnerships;
- Bilateral and multilateral partners, the UN system, global and regional financial institutions, in particular, the World Bank, IMF, New Development Bank and African Development Bank to ensure full support for the implementation of programmes for the Third Decade at the national and sub-regional levels;
- UN Secretary General to support UNIDO in its assistance to the African Union, African countries and regional organizations in the implementation of programmes for the Third Decade;
- Director General of UNIDO to submit to the General Assembly, through the SG, a periodic progress report on the implementation of the Third Decade.

4. Main findings of the Mid-term Review (MTR)

In 2018, at the forty-sixth session of the Industrial Development Board and the eighteenth session of the General Conference, Member States requested that UNIDO present a comprehensive overview of the programmes and projects of all international organizations and donors in support of industrialization in Africa. In response, the Africa Division of UNIDO invited all Member States and bilateral and international development partners to provide information about their programmes and projects that supported African countries. The information that was provided to this initiative up until May 2021 fed into the mid-term review report published in August 2021.

The report concluded that despite the varied nature of the inputs received both in scope and details, valuable insights could be gained about the major support programmes and projects, covering 551 projects clustered under the six major strategic areas critical to the implementation of IDDA III. The review suggested that 50 of 54 African countries had directly benefited from support provided by development partners and international organizations in major strategic areas promoting sustainable industrial development in Africa. Although some

³ Taken in an abridged version from the Resolution on pages 3 and 4.

countries received larger share of the support, all countries were assumed to benefit from the support provided through regional and continental programmes.

Significant numbers of programmes and resources were found to have been directed towards development of energy and economic infrastructure, sectoral value chains and SME development and policy, and institutional support for sustainable industrial development. Emphasizing the need to continue to support these areas in addition to finance, investment, trade and regional integration in the coming years, the report referenced skills and capacity building to be of particular importance.

The report also found that the great number of programmes and projects implemented in the same strategic areas in a given country did not necessarily make clear the extent to which there was synergy and coordination between programmes and projects. The report concluded that these efforts could have significantly higher impacts if more synergy and coordination were achieved through the development and implementation of strategic continental programmes in core industrial development areas.

Looking ahead, the report recommended the development of a comprehensive database to facilitate collaboration and identify gaps in industrial development efforts. It proposed strategic regional programmes in policy development, infrastructure, sectoral development, and trade to be coordinated with the African Union and Regional Economic Communities. Guiding principles were suggested to ensure alignment with the joint roadmap for industrial development. Additionally, the report emphasized the importance of clear purpose, scope definition, functional architecture, and user-friendliness in designing the database. Key responsibilities were outlined for UNIDO, development partners, and African countries in moving forward with these initiatives.

5. UNIDO's activities and Budget information

This information will be collected and included in the inception report.

II. PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION

Purpose and Objectives: The purpose of this evaluation is to assess the implementation of IDDA III and the extent to which its expected results have been achieved. While building on the findings and recommendations of the MTR, the evaluation aims to generate findings, draw lessons, and provide a set of useful recommendations that could be used to inform the development of a potential successor initiative. In particular, the evaluation aims to accomplish the following:

- Conduct a comprehensive assessment of the progress made during the IDDA III period in achieving its stated strategic objectives as set out in the joint roadmap.
- Examine the contributions of various stakeholders in support of Africa's industrialization, innovation, and the overall socio-economic development of African countries during the period. The primary stakeholders will include the implementing partners UNIDO, AUC, AUDA NEPAD and UNECA.
- Identify challenges and constraints faced during the implementation of IDDA III, proposing pragmatic solutions to address these issues and enhance the overall effectiveness of future initiatives.
- Identify best practices and lessons learned from the implementation of IDDA III.
- Provide recommendations to feed into negotiations at UNGA for a potential successor IDDA IV.

The key users of evaluation will be UNIDO, AUC and its Member States, AUDA NEPAD, UNECA, but also other IDDA III partners including UN entities, DFIs and IFIs. The findings of the evaluation will feed into providing insights that can inform future industrial development strategies in Africa, including a potential IDDA IV initiative.

Scope: The evaluation will focus on the overall IDDA III initiative and will cover the period from 2016 to 2024. Given the timeframe and other logistical constraints, the evaluation will not assess the performance of individual IDDA III projects or programmes, but focus on strategic aspects including achievement of stated objectives, stakeholder efforts and initiatives in support of Africa’s industrialization, and challenges encountered in the implementation of IDDA III.

III. EVALUATION APPROACH AND METHODOLOGY

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight,⁴ UNIDO Evaluation Policy,⁵ 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 IDDA III, in particular AUC, AUDA NEPAD, and UNECA, will be informed and consulted throughout the process.

The evaluation will use a theory of change approach⁶ 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 a potential IDDA IV.

1. Data collection methods

The following instruments will be used for data collection:

- (a) **Desk and literature review** of documents and databases including but not limited to the following:
- The strategy documents, action plans and annual reports of IDDA III;
 - Action Plan for Accelerated Industrial Development for Africa (AIDA);
 - Africa Industrialization Index 2022;
 - African Continental Free Trade Area (AfCFTA) (2018);
 - Action Plan for Boosting Intra-African Trade (BIAT) (2012);
 - Programme for Infrastructure Development in Africa (PIDA);
 - Comprehensive Africa Agriculture Programme (CAADP) (2014);
 - African Union’s Agenda 2063

⁴ UNIDO (2020), Director General’s Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11).

⁵ UNIDO (2021), Director General’s Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

⁶ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- Continental Commodities Strategy;
- African Mining Vision (2009);
- Science, Technology, and Innovation Strategy for Africa 2024 (STISA);
- African Productive Capacity Initiative (APCI) (2004); and
- AU SME Strategy (2019).

Additional documents and references are listed in Annex 4.

(b) Stakeholder consultations will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:

- AUC and its Member States
- Regional Economic Communities (RECs)
- AUDA-NEPAD
- UNECA
- UNIDO Personnel
- Other actors in the UN Development System (FAO, UNCTAD, UNEP, World Bank, etc.)

(c) Collection and analysis of data related to the outputs of the initiative, including surveys.

(d) Missions to a sample of participating stakeholders, as appropriate.

(e) SWOT analysis.

2. Key evaluation questions and criteria

The following are overall guiding questions to be addressed at the strategic and institutional level. These questions will be adjusted during the inception phase and further developed and to be included in the inception report, with a view to ensuring specificity and feasibility of the evaluation within the given time period. The evaluation might focus on some but not all the criteria below.

- 1) **RELEVANCE:** To what extent are the IDDA III initiative and its projects and programmes addressing industrialization challenges in Africa and the contextualized needs of beneficiary countries?
- 2) **COHERENCE:** To what extent are the IDDA III projects and programmes aligned with regional strategic priorities and other interventions in Africa pursuing sustainable industrial development?
- 3) **EFFECTIVENESS:** To what extent have IDDA III activities contributed to results? To what extent have IDDA III projects and programmes contributed to achieving sustainable industrial development in Africa?
- 4) **EFFICIENCY:** To what extent has UNIDO identified the appropriate tools, mechanisms and processes to achieve the strategic objectives embedded in IDDA III?
- 5) **Progress to IMPACT:** What difference have IDDA III projects and programmes made so far? To what extent have associated activities generated significant positive or negative, intended or unintended, higher-level effects? Are IDDA III projects and programmes generating a transformative effect on industrial development in Africa?
- 6) **Likelihood of SUSTAINABILITY:** How sustainable are the results achieved through IDDA III projects and programmes? To what extent are the achieved benefits likely to continue?
- 7) **How appropriate, effective and efficient is the IDDA III business model in reflecting the ownership, lead implementation, and financing, considering AUDA-NEPAD owning the initiative and UNIDO being the lead UN agency in providing ISID through technical assistance and capacity building?**

IV. EVALUATION PROCESS

The evaluation will be conducted from April to September 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:** document review and preliminary informal consultations with key stakeholders;
- 2) **Inception phase:** the inception report provides details on the evaluation methodology, work plan, data collection tools, and an evaluation matrix with specific issues for the evaluation to address;
- 3) **Data collection:** literature review, interviews/focus group discussions, (to include with Africa Department and CR/UCR in field offices), surveys, data analysis, and if required, missions to a sample of project/programme sites;
- 4) **Report formulation:** report writing, debriefing to stakeholders, and validation of findings, in particular, in conjunction with implementing partners; and
- 5) **Final report:** the report will, among others, outline the major findings on the achievements made by IDDA III and recommendations on areas to be considered in IDDA IV.

V. 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	UNIDO/EIO	Mar 2024
Identification and recruitment of evaluation team (ET) members	UNIDO/EIO	Apr 2024
Literature review and preparation of evaluation methodology	ET	April 2024
Inception report	ET	April 2024
Conducting of evaluation, including interviews, surveys and potential field visits	ET/EIO	May-June 2024
Presentation of preliminary findings	ET	Jul 2024
Preparation of draft report	ET	Jul-Aug 2024
Presentation of draft report and its findings	ET/EIO	Aug 2024
Review and validation of draft evaluation report	ET/EIO with inputs from UNIDO/AUC/AUDA-NEPAD/UNECA/RECs /AU MS	Aug 2024
Issuance of final IDDA III evaluation report	EIO	Sep 2024

VI. EVALUATION TEAM COMPOSITION

The evaluation team (ET) will be composed of

- (1) One international senior evaluation consultant with strong expertise in strategic evaluations pertaining to large and complex programmes in Africa.
- (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).

VII. DELIVERABLES AND REPORTING

Inception report

After reviewing the related documentation and having conducted initial interviews with concerned resource persons, the evaluation team will prepare 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). The inception report will be produced at most sixteen (16) days after signing of the contract.

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.⁷

Evaluation Report format and review procedures

A draft report will be circulated to UNIDO management and stakeholders for factual validation and comments. 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. This will be followed by a presentation of preliminary findings to stakeholders for further inputs.

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.

All deliverables are to be cleared by EIO.

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

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Office of Evaluation and Internal Oversight (EIO) and its Independent Evaluation Unit (EIO/IEU). 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 EIO).

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 EIO will 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.

Annex 1: 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:	Potential missions to a sample of projects in select countries in Africa
Start of Contract (EOD):	April 2024
End of Contract (COB):	September 2024
Number of Working Days:	40 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO), through its 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. The evaluation function 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 EIO/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 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 Preliminary data collection methods and tools and interview guidelines/questionnaires/survey 	8 days	Home-based
2. Online briefing with key stakeholders (UNIDO, AUC, AUDA-NEPAD, UNECA, RECs)	<ul style="list-style-type: none"> Information collected and analyzed 	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) 	12 days	Countries in Africa
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 	11 days	Home-based
Total		40 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 15 years of experience in evaluation and/or research at the international level is required.
- Experience in researching and evaluating projects and programmes related to industrial development 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.
- Knowledge of industrial development in Africa 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.
- Excellent analytical, drafting and presentation skills
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. Knowledge of French is an asset. All reports and related documents must be in English and presented in electronic format, in MS Word.

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 Office of Evaluation and Internal Oversight.

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 2: Possible Outline of the Strategic Evaluation Report on IDDA III

Abstract

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Acknowledgements

Abbreviations and acronyms

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 - Annex 5: Project Theory of Change / Logframe
 - Annex 6: Primary Data Collection Instruments
 - Annex 7: Survey / Questionnaire
 - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 3: 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 4: Preliminary List of Reference Documents/Websites

UNIDO Documents

Africa Moving Forward and Key Achievements 2019

African Union's Agenda 2063

IDDA III Resolution A/RES/70/293

IDDA III Annual Progress Report 2017

IDDA III Annual Progress Report 2018

IDDA III Annual Progress Report 2019

IDDA III Annual Progress Report 2020

IDDA III Annual Progress Report 2021

IDDA III Annual Progress Report 2022

IDDA III Joint Roadmap

Intermediate Review Report on support for the implementation of IDDA III, 31 Aug 2021

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).

Websites

<https://hub.unido.org/>

<https://open.unido.org>

<https://www.unido.org/IDDA3>