UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

The Project for Agri-Food and Agro-Industry Development Assistance
(PAFAID)

UNIDO ID: 180109

September 2024

Contents

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet[1]

Project title	The Project for Agri-food and Agro-industry Development Assistance in Pakistan
UNIDO ID	180109
Country(ies)	Pakistan
Project funding partner(s)	Japan International Cooperation Agency (JICA)
Actual project start date (First PAD issuance date)	01.01.2019
Actual project completion date (as indicated in UNIDO ERP system)	31.12.2024
Project duration (year):	**Planned**: 4 years **Actual**: 5 years
Implementing agency(ies)	UNIDO
Government coordinating agency	Livestock and Agriculture Departments in Khyber Pakhtunkhwa and Balochistan Food Safety and Halal Food Authority in Khyber Pakhtunkhwa
Donor funding	4,680,691 USD
UNIDO input (in kind, USD)	N/A
Total project cost (USD), excluding support costs	4,658,099.65 USD
Gender Marker	2a
Mid-term review date	March to July 2022
Planned terminal evaluation date	October – December 2024

(Source: Project document, UNIDO ERP system)

2. Project context

Agriculture constitutes the largest sector of the Pakistani economy and the majority of the local population, directly or indirectly, dependent on it. The sector also contributes about 20 percent of the country's gross domestic product (GDP) and accounts for half of employed labor force. However, the country's agricultural productivity is one of the lowest in the world, ranging between 29 and 52 percent. In addition high sectorial post-harvest losses cause large economic and environmental damage to local women and men farmers, not forgetting to mention the lack of understanding in the need of proper food safety and hygiene standards application. On the other hand, fertile soil, excellent geographical location, availability of rural labor force and adequate climate for agricultural production create a large potential of Pakistan.

The Government of Pakistan has requested UNIDO to develop a conceptual intervention approach, which aims to develop agricultural extension services of provincial agriculture department and simultaneously enhance obsolete practices of agri-food value chains. Subsequently, UNIDO has developed The Project for Agri-food and Agro-industry Development Assistance in Pakistan which supports the upgrade of the agriculture and livestock sector at a sustainable manner and in turn improves the livelihood of the stakeholders, particularly farmers and herders. The first such project was launched in Gilgit-Baltistan and upon successful commence, in other provinces of the country. In 2018, UNIDO was approached by the Government of Japan and the Japan International Cooperation Agency (JICA) to develop a project based

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[1] Data to be validated by the Consultant

on the aforementioned concept. The Government of Japan in partnership with the Japan International Cooperation Agency (JICA) have indicated its interest to work together with UNIDO on an agri-business capacity building initiative to be implemented in two provinces of Pakistan, namely Khyber Pakhtunkhwa (KP) and Balochistan. As a result of preliminary assessments and stakeholder consultations with the involvement of the Government of Pakistan and its relevant provincial bodies, the Project for Agri-food and Agro-industry Development Assistance in Pakistan (SAP ID: 180109) was finalized, aiming to pilot the enhancement of productive and compliance capacities of relevant actors in the cattle meat value chain in selected districts of KP (Peshawar, Abbottabad, Kohistan and D.I. Khan) and apple value chain in Balochistan (Killa Saifullah, Killa Abdullah, Pishin and Quetta). The project will collaborate and support the relevant governmental bodies to offer adequate services to the industry at a sustainably manner and ensure the possibility to upscale best practices. The project is implemented in close cooperation with the Food Safety Authorities, Local Governments, and Livestock and Agriculture Departments in Khyber Pakhtunkhwa and Balochistan and under the overall supervision of the Ministry of National Food Security and Research.

UNIDO will provide technical support to female and male value chain actors in order to improve the competitiveness by improving the quality and safety and value addition of their products. This in turn can contribute to better marketability, higher profit, productivity and access to high-end markets.

The PAFAID initiative was launched in October 2019, prior to the COVID-19 pandemic.

The project implementation in total is planned to be 48 months, including a nine-month inception phase, which has the following components:

Output 1.1: Detailed value chain analyses on the meat and apple value chains and assessments on institutional capacities conducted

Output 2.1: Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa

Output 2.2: Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices

Output 2.3: New practices in value addition are introduced

Output 2.4: Market linkage of actors from the meat value chain improved

Output 3.1: Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan

Output 3.2: Value addition and safety and quality compliance practice are piloted

Output 3.3: Market linkage of actors from the apple value chain improved

3. Project objective and expected outcomes

The long-term goal of the project is to revitalize the livelihood of value chain actors in Khyber-Pakhtunkhwa and Balochistan, covering their daily income from the apple and cattle value chains and improve practices of food manufacturers and processors along with the related enabling environment.

To achieve this, the short-term goal of the project is to introduce improved practices and techniques in product quality, safety and productivity, the female and male farmers / herders as well as enterprises will be able to generate additional incomes by selling their food safety compliant and value added products in high-end markets. The project will follow a piloting approach for the apple and cattle meat

value chains to showcase best practices in selected districts within the provinces. Furthermore, it will also pay attention to disseminate the developed know-how on best practices in product compliance, traceability value addition and productivity to actors, with consideration of economically more vulnerable groups, such as youth and women, as well as support the upgrading of their obsolete practices on-farm and processing level. Through the development of institutional capacities of the agricultural departments in KPK and Balochistan, they will be able to disseminate the developed code of practice (COP) after receiving training of trainer (ToT) trainings from senior experts. This in turn will also assist in the sustainability of the departments as an income generation opportunity and upscale of best practices in long-term.

During the introduction of the new practices, the project will follow a piloting approach for the selected value chains, however, by closely involving the relevant departments at provincial level as well as their institutional capacity building which in turn allows the establishment of a framework for up-scaling potentials in the future. This approach also allows the identification of lessons learned and additional challenges related to the upgrade of these practices. As part of the value chain performance development, UNIDO will look into numerous thematic areas to improve current practices and income opportunities, such as compliant and productive capacities, value addition, and establishment of market linkages.

The main objective of the proposed project is revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices.

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

Component 1: Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa;

Component 2: Value addition and improved compliance practices piloted for the apple value chain in Balochistan.

The following are, in brief, some of the expected results (outcome(s) and output(s)) of the project/programme:

- Two sectorial policies / strategies revised/developed
- 240 governmental staff trained on best practices along the value chain (production, processing and inspection).
- 10,000 women and men farmers trained on code of practices
- 2 value chain's compliance capacity developed
- 5 code of practices developed in the field of food safety and productivity
- 35 enterprises adopted best-practices (in compliance and productivity), including apple farmers and meat processors (butchers and slaughter houses)

4. Project implementation arrangements
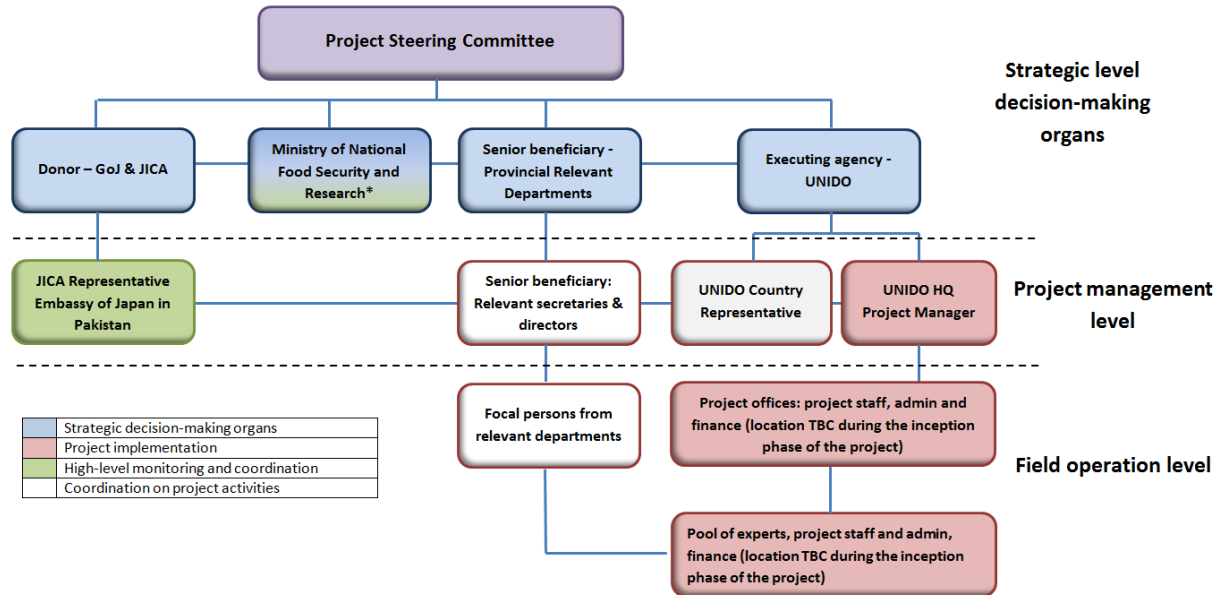
Strategic Level: A Project Steering Committee was created to provide overall guidance and monitor the implementation of the programme. The Steering Committee was composed of representatives from the Ministry of National Food Security & Research of Pakistan, the Japan International Cooperation Agency (JICA), the Government of Balochistan, the Government of Khyber-Pakhtunkhwa, and UNIDO. The PSC aimed to maintain an equal number of men and women whenever possible.

The Steering Committee sustained, both technically and politically, a smooth project implementation through a strategic decision-making mechanism and consultative process among the relevant stakeholders. The Ministry of National Food Security and Research prepared the constitution along with the nominated members of the Steering Committee, which was then agreed upon by JICA, the provincial governmental organs, and UNIDO. The Steering Committee first met at the end of the inception phase and then at least once a year to monitor the project's operations, review its work programme and achievements, and re-orient activities as necessary.

Project Management Level (UNIDO Headquarters): The project is managed by the Food Systems and Food Security unit (IET/AGR/FSS) of UNIDO, in accordance with the Guidelines for the Technical Cooperation Programme and Project Cycle (UNIDO/DGAI.17.Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle-partially superseded by UNIDO/DGB/(P).130 and UNIDO/DGAI.21). The overall management responsibility of the project remains with UNIDO through the assigned project manager, who works closely with the members of the Steering Committee to ensure the best planning and implementation of the project. The UNIDO project manager is assisted by a project technical assistant (L level) appointed for the project. During the project team formulation, UNIDO strives to maintain a gender-balanced team.

Operational/Field Level (Islamabad / Khyber-Pakhtunkhwa / Balochistan): The project team members responsible for the day-to-day implementation and coordination of the project are structured based on the outcomes of the inception phase, and their roles are defined according to the intervention needs. The project implementation at the provincial level is organized and monitored through local technical working groups, with participation from representatives of the relevant local departments and UNIDO senior

project staff. Additionally, beneficiaries, such as cooperatives and associations, may be invited to local technical working group meetings when required.

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

The PAFAIDS project's approach, which addresses the entire value chain in Balochistan and KP, is deemed correct and leverages UNIDO's strengths in enhancing food safety and regulatory practices. The project's design has largely remained relevant despite facing unforeseen constraints, and its monitoring and evaluation systems are robust, particularly in quantitative reporting. The project is well-documented internally and externally. However, the extensive and diverse range of activities poses ongoing challenges, particularly in shifting behaviors across the value chain and increasing consumer awareness. While the project is strong in supply-side interventions, it needs to bolster demand-side efforts to improve effectiveness and sustainability. Gender inclusiveness is a notable strength, though full mainstreaming remains a challenge.

The project has performed well overall, with enthusiastic field-based practitioners playing a crucial role in its sustainability. Despite some difficulties with executive access and high turnover of government officials, the project's inclusive approach is building a foundation for enhanced collaboration among stakeholders. Efficiency issues related to timelines are being addressed, and the project's cooperative agencies are well-chosen. The MTR suggests that the PAFAID project should continue with no-cost extensions and further phases to ensure sustainability and explore opportunities for replication and scaling based on lessons learned.

6. Budget information

Table 1: UNIDO budget allocation at approval

Result no./ Budget line	Result/ Items by budget line	Allocation (at approval) in USD					%	Total expenditure at completion	
		Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Total (USD)			
Impact: Revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices								**USD**	**%**
Outcome 1: Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa									
Output 1.1: Detailed value chain analysis on the meat and apple value chains and assessments on institutional capacities were conducted									
11	International experts	171,837.00				171,837.00			
15	Project travel	19,362.91				19,362.91			
17	National experts & admin staff	96,000.00				96,000.00			
21	Subcontracts	58,000.00				58,000.00			
30	In-service training, conferences, workshops	4,145.91				4,145.91			
51	Miscellaneous	5,854.09				5,854.09			
Sub-Total Output 1.1		**355,199.91**	**-**	**-**	**-**	**355,199.91**			
Output 2.1: Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa									
11	International experts	60,000.00	100,000.00	15,024.87		175,024.87			
15	Project travel	5,000.00	30,000.00	8,000.00	7,000.00	50,000.00			

17	National experts & admin staff	20,000.00	36,000.00	23,882.13		79,882.13			
21	Subcontracts		75,000.00			75,000.00			
30	In-service training, conferences, workshops	4,920.38	5,000.00	2,000.00	1,000.00	12,920.38			
45	Equipment	30,000.00	20,000.00			50,000.00			
51	Miscellaneous	2,000.00	3,000.00	1,000.00		6,000.00			
Sub-Total Output 2.1		**121,920.38**	**269,000.00**	**49,907.00**	**8,000.00**	**448,827.38**			
Output 2.2: Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices									
11	International experts	41,000.00	90,000.00	55,000.00	25,000.00	211,000.00			
15	Project travel		5,000.00			5,000.00			
17	National experts & admin staff	9,000.00	30,000.00	24,000.00	10,000.00	73,000.00			
21	Subcontracts	50,000.00	77,000.00	5,000.00	5,000.00	137,000.00			
30	In-service training, conferences, workshops		10,500.00			10,500.00			
45	Equipment		601,485.00	20,000.00		621,485.00			
51	Miscellaneous	9,032.00	15,000.00	5,000.00		15,000.00			
Sub-Total Output 2.2		**109,032.00**	**828,985.00**	**109,000.00**	**40,000.00**	**1,072,985.00**			
Output 2.3: New practices in value addition are introduced									
15	Project travel		7,000.00			7,000.00			

17	National experts & admin staff		23,000.00			23,000.00		
30	In-service training, conferences, workshops		1,000.00			1,000.00		
45	Equipment		50,000.00			50,000.00		
51	Miscellaneous		10,000.00			10,000.00		
Sub-Total Output 2.3		-	**91,000.00**	-	-	**91,000.00**		
Output 2.4: Market linkage of actors from meat value chain improved								
11	International experts			12,000.00		12,000.00		
15	Project travel			14,000.00	10,000.00	24,000.00		
21	Subcontracts			1,000.00	10,000.00	11,000.00		
35	International Meetings				20,000.00	20,000.00		
51	Miscellaneous			5,000.00		5,000.00		
Sub-Total Output 2.4		-	-	**32,000.00**	**40,000.00**	**72,000.00**		
Outcome 3: Value addition and improved compliance practices piloted for the apple value chain in Balochistan								
Output 3.1: Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan								
11	International experts	63,000.00	75,000.00	27,000.00	10,000.00	175,000.00		
15	Project travel		4,744.00	1,000.00		5,744.00		
17	National experts & admin staff	17,000.00	7,000.00	15,000.00	10,000.00	49,000.00		
30	In-service training, conferences, workshops		5,000.00	5,000.00		10,000.00		

Code	Description					Total			
45	Equipment	25,000.00	15,000.00			40,000.00			
51	Miscellaneous	10,000.00	10,000.00	5,000.00		25,000.00			
Sub-Total Output 3.1		**115,000.00**	**116,744.00**	**53,000.00**	**20,000.00**	**304,744.00**			
Output 3.2: Value addition and compliance capacities of selected apple value chain sector are piloted									
11	International experts	20,000.00	30,000.00	5,000.00		55,000.00			
15	Project travel		2,000.00	2,000.00	13,945.14	17,945.14			
17	National experts & admin staff		40,000.00	25,000.00	17,217.99	82,217.99			
21	Subcontracts		35,000.00	5,000.00	5,000.00	45,000.00			
30	In-service training, conferences, workshops		11,000.00	1,000.00		12,000.00			
45	Equipment		15,000.00	671,384.00		686,384.00			
51	Miscellaneous		1,000.00	1,000.00		2,000.00			
Sub-Total Output 3.2		**20,000.00**	**134,000.00**	**710,384.00**	**36,163.13**	**900,547.13**			
Output 3.3: Market linkage of actors from apple value chain improved									
11	International experts			12,000.00		12,000.00			
15	Project travel			14,000.00	10,000.00	24,000.00			
21	Subcontracts				10,000.00	10,000.00			
35	International Meetings				20,000.00	20,000.00			
51	Miscellaneous			6,000.00		6,000.00			

Sub-Total Output 3.3		-	-	32,000.00	40,000.00	72,000.00			
Output 4. Project management									
11	International experts	36,000.00	27,000.00	27,000.00	18,000.00	108,000.00			
15	Project staff travel	13,500.00	24,000.00	15,585.22	32,000.00	85,085.22			
16	Staff travel	7,000.00	7,000.00	7,000.00	14,000.00	35,000.00			
17	National experts & admin staff	39,888.00	123,000.00	127,000.00	125,291.00	415,179.00			
21	Subcontracts	10,000.00	30,000.00	30,000.00	30,000.00	100,000.00			
30	In-service training, conferences, workshops	5,000.00				5,000.00			
43	Premises	47,000.00	58,000.00	58,000.00	58,000.00	221,000.00			
45	Equipment	18,500.00				18,500.00			
51	Miscellaneous	74,000.00	74,000.00	65,000.00	66,000.00	279,000.00			
Sub-Total Project Management		250,888.00	343,000.00	329,585.22	343,291.00	1,266,764.22			
Evaluation & monitoring			30,000.00		30,000.00	60,000.00			
TOTAL (excl. programme support costs)		972,040.29	1,812,729.00	1,315,876.22	557,454.13	4,658,099.64			
Support costs (13%)		126,365.24	235,654.77	171,063.91	72,469.04	605,552.95			
TOTAL (incl. Support costs)		1,098,405.53	2,048,383.77	1,486,940.13	629,923.17	5,263,652.60			

Source: Project document and UNIDO Project Management ERP database as of [dd/mm/yyyy]

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 in January 2019 to the estimated completion date in December 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 Policy[2], the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle[3], and UNIDO Evaluation Manual. In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

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

The evaluation will use a theory of change approach[4] 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.
  - Notes from the meetings of committees involved in the project.

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

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

(c) **Field visit** to project sites in [XXX].
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
- Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.

(d) **Online data collection** methods will be used to the extent possible.

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?
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? To what extent did the project contribute to SDG(s), intended or unintended?
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.

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	• Funding partner	Yes
G	**Environmental and Social Safeguards (ESS)[5], Disability and Human Rights**	**Yes**
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	**Overall Assessment**	**Yes**

Performance of partners

The assessment of performance of partners will **_include_** the quality of implementation and execution of the GEF Agencies and project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

The terminal evaluation will assess the following topics, for which **_ratings are not required_**:

a. **Need for follow-up**: e.g. in instances of financial mismanagement, unintended negative impacts or risks.

b. **Materialization of co-financing**: e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results

c. **Updated Monitoring and Assessment tool of core-indicators**: The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented.

d. **Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

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[5] Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures; https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf.

3. Rating system

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

Table 6. Project rating criteria

Score	Definition
Highly satisfactory (6)	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
Satisfactory (5)	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
Moderately satisfactory (4)	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
Moderately unsatisfactory (3)	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
Unsatisfactory (2)	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
Highly unsatisfactory (1)	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

IV. EVALUATION PROCESS

The evaluation will be conducted from October 2024 to December 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
2) Desk review and data analysis;
3) Interviews, survey and literature review;
4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from October 2024 to December 2024. The evaluation field mission is tentatively planned for mid-November 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
October 2024	Desk review and writing of inception report
End of October 2024	Online briefing with UNIDO project manager and the project team based in Vienna.
Beginning of November	Field visit to [XXX].
End of November	Debriefing in Vienna – or online tbc Preparation of first draft evaluation report
December 2024	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report
End of December 2024	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. The consultant will be contracted by UNIDO.

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

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in [country name] will support the evaluation team.

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

VII. REPORTING

Inception report

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

with the project manager, the Team Leader will prepare, in collaboration with the team member, 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 timetable[6].

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO's Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

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

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

compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

BL	Description	Year 1	Year 2	Year 3	Year 4	Total
Impact: Revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices						
Outcome 1: Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa						
Output 1.1: Detailed value chain analysis on the meat and apple value chains and assessments on institutional capacities were conducted						
11	International experts	171,837.00				171,837.00
15	Project travel	19,362.91				19,362.91
17	National experts & admin staff	96,000.00				96,000.00
21	Subcontracts	58,000.00				58,000.00
30	In-service training, conferences, workshops	4,145.91				4,145.91
51	Miscellaneous	5,854.09				5,854.09
Sub-Total Output 1.1		**355,199.91**	**-**	**-**	**-**	**355,199.91**
Output 2.1: Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa						
11	International experts	60,000.00	100,000.00	15,024.87		175,024.87
15	Project travel	5,000.00	30,000.00	8,000.00	7,000.00	50,000.00
17	National experts & admin staff	20,000.00	36,000.00	23,882.13		79,882.13
21	Subcontracts		75,000.00			75,000.00
30	In-service training, conferences, workshops	4,920.38	5,000.00	2,000.00	1,000.00	12,920.38
45	Equipment	30,000.00	20,000.00			50,000.00
51	Miscellaneous	2,000.00	3,000.00	1,000.00		6,000.00
Sub-Total Output 2.1		**121,920.38**	**269,000.00**	**49,907.00**	**8,000.00**	**448,827.38**
Output 2.2: Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices						
11	International experts	41,000.00	90,000.00	55,000.00	25,000.00	211,000.00
15	Project travel		5,000.00			5,000.00
17	National experts & admin staff	9,000.00	30,000.00	24,000.00	10,000.00	73,000.00
21	Subcontracts	50,000.00	77,000.00	5,000.00	5,000.00	137,000.00
30	In-service training, conferences, workshops		10,500.00			10,500.00
45	Equipment		601,485.00	20,000.00		621,485.00
51	Miscellaneous	9,032.00	15,000.00	5,000.00		15,000.00
Sub-Total Output 2.2		**109,032.00**	**828,985.00**	**109,000.00**	**40,000.00**	**1,072,985.00**
Output 2.3: New practices in value addition are introduced						
15	Project travel		7,000.00			7,000.00

Code	Description					Total
17	National experts & admin staff		23,000.00			23,000.00
30	In-service training, conferences, workshops		1,000.00			1,000.00
45	Equipment		50,000.00			50,000.00
51	Miscellaneous		10,000.00			10,000.00
Sub-Total Output 2.3		-	**91,000.00**	-	-	**91,000.00**
Output 2.4: Market linkage of actors from meat value chain improved						
11	International experts			12,000.00		12,000.00
15	Project travel			14,000.00	10,000.00	24,000.00
21	Subcontracts			1,000.00	10,000.00	11,000.00
35	International Meetings				20,000.00	20,000.00
51	Miscellaneous			5,000.00		5,000.00
Sub-Total Output 2.4		-	-	**32,000.00**	**40,000.00**	**72,000.00**
Outcome 3: Value addition and improved compliance practices piloted for the apple value chain in Balochistan						
Output 3.1: Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan						
11	International experts	63,000.00	75,000.00	27,000.00	10,000.00	175,000.00
15	Project travel		4,744.00	1,000.00		5,744.00
17	National experts & admin staff	17,000.00	7,000.00	15,000.00	10,000.00	49,000.00
30	In-service training, conferences, workshops		5,000.00	5,000.00		10,000.00
45	Equipment	25,000.00	15,000.00			40,000.00
51	Miscellaneous	10,000.00	10,000.00	5,000.00		25,000.00
Sub-Total Output 3.1		**115,000.00**	**116,744.00**	**53,000.00**	**20,000.00**	**304,744.00**
Output 3.2: Value addition and compliance capacities of selected apple value chain sector are piloted						
11	International experts	20,000.00	30,000.00	5,000.00		55,000.00
15	Project travel		2,000.00	2,000.00	13,945.14	17,945.14
17	National experts & admin staff		40,000.00	25,000.00	17,217.99	82,217.99
21	Subcontracts		35,000.00	5,000.00	5,000.00	45,000.00
30	In-service training, conferences, workshops		11,000.00	1,000.00		12,000.00
45	Equipment		15,000.00	671,384.00		686,384.00
51	Miscellaneous		1,000.00	1,000.00		2,000.00
Sub-Total Output 3.2		**20,000.00**	**134,000.00**	**710,384.00**	**36,163.13**	**900,547.13**
Output 3.3: Market linkage of actors from apple value chain improved						
11	International experts			12,000.00		12,000.00
15	Project travel			14,000.00	10,000.00	24,000.00
21	Subcontracts				10,000.00	10,000.00

35	International Meetings				20,000.00	20,000.00
51	Miscellaneous			6,000.00		6,000.00
Sub-Total Output 3.3		-	-	32,000.00	40,000.00	72,000.00
Output 4. Project management						
11	International experts	36,000.00	27,000.00	27,000.00	18,000.00	108,000.00
15	Project staff travel	13,500.00	24,000.00	15,585.22	32,000.00	85,085.22
16	Staff travel	7,000.00	7,000.00	7,000.00	14,000.00	35,000.00
17	National experts & admin staff	39,888.00	123,000.00	127,000.00	125,291.00	415,179.00
21	Subcontracts	10,000.00	30,000.00	30,000.00	30,000.00	100,000.00
30	In-service training, conferences, workshops	5,000.00				5,000.00
43	Premises	47,000.00	58,000.00	58,000.00	58,000.00	221,000.00
45	Equipment	18,500.00				18,500.00
51	Miscellaneous	74,000.00	74,000.00	65,000.00	66,000.00	279,000.00
Sub-Total Project Management		250,888.00	343,000.00	329,585.22	343,291.00	1,266,764.22
Evaluation & monitoring			30,000.00		30,000.00	60,000.00
TOTAL (excl. programme support costs)		972,040.29	1,812,729.00	1,315,876.22	557,454.13	4,658,099.64
Support costs (13%)		126,365.24	235,654.77	171,063.91	72,469.04	605,552.95
TOTAL (incl. Support costs)		1,098,405.53	2,048,383.77	1,486,940.13	629,923.17	5,263,652.60

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
Missions:	Missions to Pakistan
Start of Contract (EOD):	1st October 2024
End of Contract (COB):	31st December 2024
Contract Type	WAE
Number of Working Days:	40 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The senior evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
Desk review & data analysis: Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.	• Key evaluation questions and an evaluation matrix • Data collection plan incl. draft list of stakeholders to be interviewed and sites to be visited • Workplan and responsibilities for each team member	5 days	Home-based
Inception phase: Based on consultations with the project management team and funding partner representatives, identify the key evaluation questions and prioritize evaluation criteria to be assessed in depth. 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.	• Draft inception report, incl. theory of change and evaluation framework for clearance by IEU	5 days	Home based

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
Provide guidance to the national technical evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.			
Interviews, surveys and literature review, incl. field mission to country: Attend the SSAFE in-person training in Pakistan (2/3 days) Conduct interviews online and in person, where feasible. Conduct survey, if deemed useful. Conduct additional literature review, if necessary.	• Report outline	15 days	Home based, online, country visit to Pakistan
Data analysis & report writing: Draft the terminal evaluation report. Share the evaluation report with UNIDO project management team, funding partner representatives and national stakeholders for feedback and comments. Present overall findings, conclusions and recommendations to the stakeholders in a debriefing meeting.	• Draft evaluation report • Debriefing meeting	12 days	Home-based, online
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 formatting according to UNIDO standards and templates, and submit report to the IEU evaluation manager.	• Final evaluation report	3 days	Home-based
Team leading Coordinate and supervise the work of the evaluation team	• Team performance	Throughout	n/a

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree (master's or equivalent) in economics, environment, energy, engineering, sciences, agro-industries, development studies or other relevant discipline with specialization in Agro-business development is **required**.

Technical and functional experience:

- Minimum of ten (10) years' experience in evaluation of development projects and programmes at international level, including 5 (five) years at senior level is required.
- Experience in leading and conducting high-level, strategic or complex evaluations for UN organizations and international development banks/organizations.
- Good working knowledge in Pakistan.
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- Familiarity with gender analysis tools and methodologies an asset.
- Familiarity with social and environmental analysis, tools and methodologies is an asset.
- Experience in the needs, conditions and problems in developing countries is desirable.

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.

Annex 3: Outline of an in-depth project evaluation report

Abstract

Contents

Acknowledgements

Abbreviations and acronyms

Executive summary

1. Introduction
    1.1 Evaluation Purpose
    1.2 Evaluation Objectives and Scope
    1.3 Theory of Change
    1.4 Methodology
    1.5 Limitations

2. Project Background and Context

3. Findings
    3.1 Relevance
    3.2 Coherence
    3.3 Effectiveness
    3.4 Efficiency
    3.5 Sustainability
    3.6 Progress to Impact
    3.7 Gender Mainstreaming
    3.8 Environmental Impacts
    3.9 Social Impact
    3.10 Performance of Partners
    3.11 Results-based Management
    3.12 Monitoring & Reporting

4. Conclusions and Recommendations
    4.1 Conclusions
    4.2 Recommendations and Management Response

5. Lessons Learned

6. Annexes
    Annex 1: Evaluation Terms of Reference
    Annex 2: Evaluation Framework / Matrix
    Annex 3: List of Documentation Reviewed
    Annex 4: List of Stakeholders Consulted
    Annex 5: Project Theory of Change / Logframe
    Annex 6: Details on Primary Data Collection Instruments
    Annex 7: Details on Survey / Questionnaire
    Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

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.		
Rating system for quality of evaluation reports An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.			