UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent mid-term evaluation of the project:

Global Market Access Programme (GMAP)

UNIDO ID: 180025

10/2024

Contents

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet[1]

Project title	Global Market Access Programme (GMAP)
UNIDO ID	180025
Country(ies)	Colombia, Ethiopia, Mozambique, Nepal
Project donor(s)	Norwegian Agency for Development Cooperation (Norad)
Project approval date	29.11.2019
Planned project start date (as indicated in the project document)	01.01.2020
Actual project start date (First PAD issuance date)	30.03.2020
Planned project completion date (as indicated in the project document)	31.12.2026
Project duration (year): **Planned:** **Actual:**	2019 – 2026 2019 – 2024 2019 – 2026
Implementing agency(ies)	UNIDO
Government coordinating agency	The GMAP covers four country projects. The respective Gov. coord. Agencies are: • Colombia: Ministry of Trade, Industry and Tourism (MINCIT) • Ethiopia: Ministry of Agriculture (MoA) • Mozambique: Ministry of Sea, Inland Waters and Fisheries of Mozambique (MIMAIP) • Nepal (*forthcoming*): Ministry of Agriculture and Livestock Development (MoALD)
Executing Partners	The GMAP covers four country projects. The respective Executing Partners are: • COL: ○ Colombia Productiva, ○ National Authority of Aquaculture and Fisheries (AUNAP), ○ Colombian Agriculture and Livestock Institute (ICA), ○ National Food and Drug Surveillance Institute (INVIMA) • ETH: ○ Institute of Ethiopian Standards, ○ Ethiopian Metrology Institute, ○ Ethiopian Accreditation Service,

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[1] Data to be validated by the Consultant

	o Ethiopian Conformity Assessment Enterprise,
	o Ethiopian Apiculture Development Association,
	o Holeta Bee Research Center
	• MOZ:
	o Institute for Development of Fishing and Aquaculture (IDEPA),
	o National Institute of Fisheries Inspection (INIP),
	o National Institute of Fisheries Research (IIP),
	o National Fisheries Administration (ADNAP),
	o The Centre for Aquaculture Research (CEPAQ)
	• NPL:
	o Center for Industrial Entomology Development (CIED),
	o Department of Food Technology and Quality Control (DFTQC)
Donor funding	NOK 110,000,000 (incl. 13 % PSC & 1 % Coordination Levy)
UNIDO input (in kind, USD)	-
Total project cost (USD), excluding support costs	10,151,382
Mid-term review date	Q4 2024
Planned terminal evaluation date	TBA

(Source: Project document, UNIDO ERP system)

2. Project context

Project History – Summary of key consideration around the development of the GMAP

UNIDO and Norway have worked together in support of developing countries' industrial development efforts since 1985.[2] Norway, through Norad, has provided funding for over thirty-two trade capacity building (TCB) projects since the approval of the first Norad-funded project under the former TCB programme in 2003.[3] In developing the Global Market Access Programme (GMAP), UNIDO has taken note of and closely aligned the intervention with relevant Norwegian foreign and development policies, such as the Norwegian Ministry of Foreign Affairs' "White Paper" (Meld. St. 35) on private sector development, which outlines the Norwegian Government's intention to "use trade as an instrument of development policy to a greater degree than before," focusing on certain priority sectors, e.g. agriculture and fisheries/marine resources.[4] Furthermore, the GMAP constitutes a relevant next step in the partners' collaboration by acting on the recommendations presented following Norway's 2015 evaluation of UNIDO's trade capacity-building related activities, which advocated for an update to the historical collaboration modalities between both organizations to reflect current circumstances by applying a "programmatic framework to guide the selection and management of individual projects".[5] The GMAP setup consequently aims to improve the measuring of implementation effectiveness through consolidated

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[2] UNIDO (2017). Independent Thematic Evaluation - UNIDO's Partnerships with Donors, p.17.

[3] Saana Consulting (2015). Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-2013 - Final Report.

[4] Norwegian Ministry of Foreign Affairs (2015). Working together: Private sector development in Norwegian development cooperation. Meld. St. 35 (2014–2015) Report to the Storting (white paper) Summary, p.24.

[5] Saana Consulting (2015). Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-2013 - Final Report.

reporting against outcomes at programme level, and, in doing so, to provide opportunities for Norad's and UNIDO's management to participate effectively in results-based management (RBM) allowing for more strategic decision-making.

Problems and needs addressed by the GMAP

Successful participation in global trade and integration into global value chains (GVCs) hinges on a country's compliance with a variety of rules, regulations, and standards. Compliance and conformity need to be proven in the marketplace, and such proof of conformity ought to be easily accessible, affordable, and internationally recognized. The World Trade Organization's Technical Barrier to Trade (TBT) and Sanitary and Phytosanitary (SPS) agreements are international treaties on trade that need to be understood and closely followed. Ultimately, any given country's capacity to implement the agreements strongly depends on the National Quality Infrastructure System (NQIS) in place. Such a system will ensure that producers are better enabled to produce according to required standards and technical regulations, locally or internationally, and, at the same time, will support conformity assessment to meet market requirements and will help protect consumers. Developing and least developed countries (LDCs) are especially likely to face quality-related challenges to accessing new export markets, and small and medium-sized enterprises (SMEs) are especially vulnerable to missing out on trade-related benefits due to a combination of factors, including, but not limited to, low compliance capacity; limited know-how about market entry requirements; information asymmetries between the QI-supply and demand side, and a weak business environment. If such challenges were appropriately addressed, SMEs had a better chance of living up to their potential to provide significant opportunities for job creation and income generation in developing countries.

In the form of the GMAP, UNIDO, and Norad jointly pursue trade capacity-building for selected value chains in developing countries by working towards redressing the applicable QIS-related shortcomings at the macro, meso, and micro levels in developing countries, including, inter alia, assistance for policy development and review; strengthening of institutional competence, and SME-level compliance capacity building.

GMAP in the context of UNIDO's unique role in QI

As a specialized agency of the United Nations System, UNIDO is mandated to promote inclusive and sustainable industrial development (ISID) as anchored in Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation." In view of trade capacity building, UNIDO is renowned for its support to developing countries in the area of quality infrastructure, inter alia, its capacity-building activities, its policy work as well as promotion of quality awareness from the macro to the private sector actor level.

Over the years, UNIDO has gained considerable experience, having worked in many countries and national QI contexts, each presenting its own level of maturity and challenges. Consequently, UNIDO is ever developing and adapting the way and means by which the organization provides its technical assistance towards the improvement of quality infrastructure systems to best meet the needs of its beneficiaries, and integrates global best practices through regular knowledge exchanges and an emphasis on partnerships. Moreover, UNIDO has for a long time taken a lead in the development of innovative tools in the context of its trade-related technical assistance. The Laboratory Network ("LabNet") constitutes one such example; as an interactive and collaborative web-based portal that on the one hand seeks to strengthen supply-side capacities and, on the other hand, creates demand for conformity assessment services through the provision of relevant information, it assists both conformity assessment bodies and producers seeking accredited conformity assessment capacities by providing access to best practices and step-by-step guidance on laboratory development. Currently, the network includes over 600 conformity assessment and calibration laboratories.

On the basis of learnings gained from its manifold interventions, and currently considered as constituting the 'third generation', UNIDO has established a systemic and integrated approach to quality infrastructure development, which is demand-driven and focuses on market needs, prioritizing stakeholder engagement at all levels, ranging from policymakers to consumers. Coupled with a value chain approach, which seeks to identify capacity-building needs along the VC, UNIDO is uniquely equipped to advise on and respond holistically to the quality-related challenges of developing countries in economic sectors, which harbor significant export opportunities, but face difficulties in overcoming a variety of barrier to trade and gaining access to international markets. The Global Market Access Programme has been designed in alignment with this practice. A schematic of the approach, highlighting the key elements of any QI system, is illustrated below.
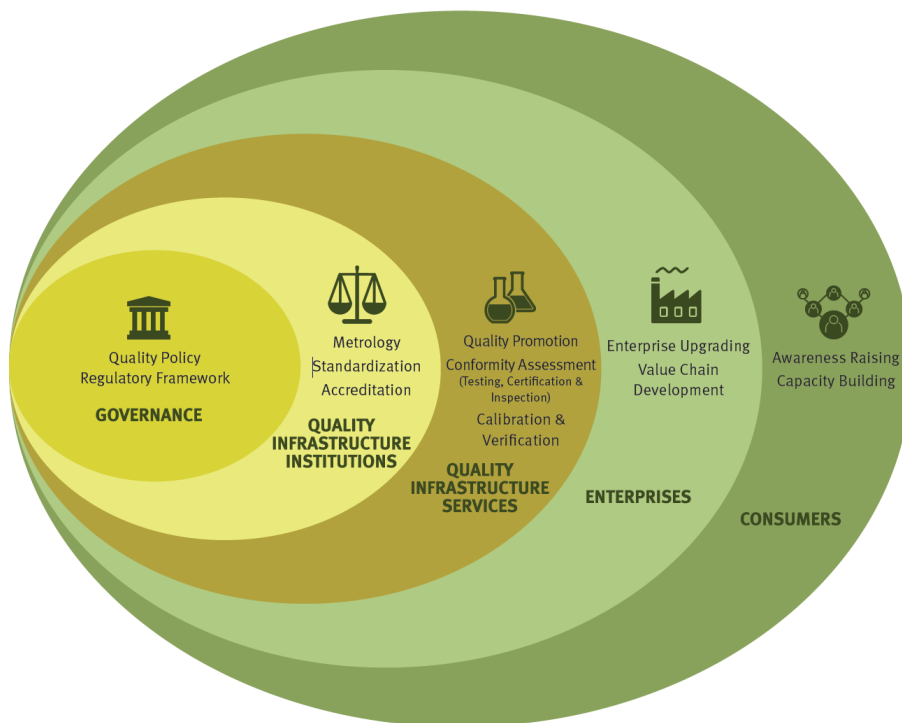

Figure 1 – UNIDO's approach to working with the QI system

Donors to UNIDO recognize and value the unique approach. Norway's evaluation of UNIDO's trade-related activities in 2015 found that "[o]verall, the Norad-UNIDO collaboration is highly relevant to both partners as well as the recipient countries. UNIDO plays a special and somewhat unique role in the TCB-field and is widely recognized to form a 'centre of excellence' in this area."[6] Furthermore, the evaluators stated that "it would seem that the highest impact and greatest likelihood for sustainability were with projects that had clear traceability to the needs of the private sector."[7] This observation has been retained in recommendation 3, which suggests "using the value chain approach" to increase private sector involvement in any interventions. The current UNIDO approach to quality infrastructure development takes due heed of this, as explained earlier. Under the GMAP, UNIDO will work closely with the private sector in the selected priority countries and conduct dedicated value chain analyses to be able to provide

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[6] Ibid.

[7] Ibid.

more targeted technical assistance, which holds the potential to be translated into sustainable development results.

GMAP and UNIDO's strategic framework

UNIDO's management priorities and its medium-term programme framework (MTPF), 2018-2021 (formerly 2016-2019) promote 'integration and scale-up'.[8] The MTPF notes that "[s]trategic evaluations [including by Norway] of UNIDO's work and reviews of multilateral organizations conducted by some Member States have recommended that the Organization progressively move away from a project based approach to a programmatic one," and that "greater integration across [UNIDO core] functions,"[9] namely (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 large scale investment, knowledge and technology transfer, networking and industrial cooperation, is necessary.

GMAP's linkages with other UNIDO Programmes and Projects

UNIDO has also been moving towards integration at the country level, e.g., in the development of the Programme for Country Partnership (PCP) model, which is currently being implemented in six countries, one of them being Ethiopia. The PCP is defined as "deliver[ing] an integrated service package by combining UNIDO's advisory and normative services, technical assistance and convening function," further being "design[ed as] a programme consisting of mutually reinforcing projects" in a selected number of priority sectors.[10]

The Global Quality and Standards Programme (GQSP) (UNIDO ID 170032), funded by the Swiss State Secretariat of Economic Affairs (SECO), constitutes one of the more recent initiatives incorporating the principles of integration and scale-up. Moreover, it **serves as a reference model for the Global Market Access Programme** in its framework design as well as in its integration of activities over several country projects. It aims to support Switzerland's partner countries to increase their international competitiveness through stronger NQIS and compliance with international standards for a limited number of specific sectors, with a focus on value chains. In order to improve linkages between thematically similar interventions funded by SECO in different countries and in order to capitalize on experiences made, a comprehensive programmatic approach towards TCB was developed and adopted by the partners. The GQSP follows the 'third generation' approach to TCB as outlined before. It comprises five components, namely governance, QI institutions, QI services, enterprises/SMEs, and consumers. The same underlying principles and target areas have guided the development of the GMAP, which substantially shares the same outcomes with the GQSP.[11]

3. Project objective and expected outcomes

Preparatory Assistance (PA)

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[8] At the time the GMAP was being conceptualized, the MTPF 2016-2019 (then 2018-2021) guided project/ programme development.

[9] UNIDO (2017). IDB.45/8/Add.2. Medium term programme framework, 2018 - 2021. C.1.2 UNIDO's core functions, p.17/24.

[10] UNIDO (2018). DGB/2018/04. UNIDO Policy on the Programme for Country Partnership, p.3

[11] Contrary to the GMAP, the GQSP is pursuing the achievement of two overarching components. Component 1 on "Global Knowledge Management" is a transversal component, which will provide services to the country specific interventions and, in turn, will receive feedback and information from the country projects, which constitute Component 2, which aims to provide solutions for country-specific standards and quality compliance issues. Project Coordination and Management and Monitoring and Evaluation constitutes a third, non-technical component.

The GMAP has been preceded and accompanied by a Preparatory Assistance (PA) phase (2018-2024[12]), during which the full-fledged project document was developed and approved, and during which five full-fledged country projects were to be conceptualized and approved. Following the logic of the programmatic approach, the overall development objective has been cascaded down to individual projects under the Programme, and it is structured along three technical Outcomes, which guide the formulation of individual country-level interventions. At the country project-level, flexibility to adapt concrete activities to the specific project/ country/ value chain context has been retained to better align the proposed interventions with country priorities and strategies as well as the pertinent capacity levels and technical competence of QIS-actors.

GMAP components

The GMAP is structured along two components, namely:

- **Component 1** – Country projects, three technical outcomes per country project & one project management outcome per country project
- **Component 2** – Programme Management and Coordination & Monitoring and Evaluation

Development Objective and Specific Objective

The main objective of the Programme is to capacitate Small- and Medium-Size Enterprises (SMEs) to become more competitive in international markets, thus contributing to sustainable and inclusive development of the targeted countries. Its specific objective is to enhance market access in prioritized value chains, mainly for SMEs.

The following project technical outcomes have been developed, in addition to programme management and coordination & monitoring, and evaluation, to achieve the project objectives:

- **Outcome 1: Enhanced technical competence and sustainability of the QIS.**

    This outcome aims at the strengthening of the QIS through providing advisory support for policy development/informed policy decisions on standards compliance and through capacity building in key institutions of the QIS and relevant public-private support institutions (use of best practices, skills development, implementation of management systems and equipment procurement). As a result, the capacity of QIS to provide sustainable, internationally recognized quality services for selected VCs will be enhanced.

- **Outcome 2: Enhanced SME compliance with standards and technical regulations.**

    It aims at improving the capacity of the private sector (actors along the VC) to comply with standards and market requirements through capacity building (including specialized training and advisory services) and preparation for certification as well as strengthening associativity between VC actors and the capacity of Business Service Organizations (BSO).

- **Outcome 3: Strengthened culture for quality.**

    It aims at advocating and upscaling knowledge dissemination and awareness activities to promote quality culture at all levels.

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[12] The PA was extended multiple times, as a result of the COVID-19 pandemic, in-country political and civil unrest and war, organizational restructuring on the side of UNIDO, and the change in programme teams on the side of Norad HQ, inter alia. The PA ran parallel to the main Programme and was financially closed only in 2024.

4. Project implementation arrangements

Programme management and related responsibilities

UNIDO and Norad will jointly be involved in the organization and governance of the GMAP. The overall responsibility for management and coordination of the Programme will lie with the Programme Manager, the Chief of the Division of MSME Competitiveness, Quality, and Job Creation[13] from the UNIDO Directorate of Technical Cooperation and Sustainable Industrial Development. The Programme Manager will be supported by a full-time Programme Coordinator who will be responsible for coordination, administration, and monitoring of the Programme under the supervision of the Programme Manager. In this function, the Project Coordinator will liaise directly with the country-level Project Managers, reporting to the Programme Manager. The Project Coordinator will in turn be supported by a full-time Programme Assistant. The individual country-level Project Managers will be supported by their respective Project Teams (Project Management Units, PMUs) in the administration and implementation of the projects both at UNIDO Headquarters and in the Field. Project Managers will report to the Programme Manager and share relevant project information to contribute to programme-level monitoring and reporting efforts with the Programme Coordinator. UNIDO Field and Regional Offices will assist the PMUs at Headquarters in liaising with the respective national Government Counterparts as well as the Royal Norwegian Embassies. On Norad's side, monitoring Norway's contribution and the management of the GMAP is the primary responsibility of the Norad Programme Officer from the Section for Oceans, Department for Climate, Nature, and the Private Sector.[14]

Programme-level governance

In addition to the underlying Administrative Agreement and Framework Agreement between UNIDO and Norad, the Global Market Access Programme is governed by the decisions made by a dedicated Steering Committee, which acts as the main governance body of the Programme. The GMAP Steering Committee comprises key representatives from UNIDO and Norad and was formally established during the first semi-annual meeting between the partners. As stated in the Programme Document, it was the intention that the Steering Committee shall meet twice per calendar year, tentatively in May and November, alternating between Oslo and Vienna. Before the background of the global restrictions on travel due to the COVID-19 pandemic and further feasibility considerations, the partners have, so far, opted for virtual SC meetings.

The purpose of the Steering Committee is to provide strategic guidance and to monitor the progress toward agreed objectives and outcomes under the GMAP. In addition to the regular members, the Steering Committee may choose to invite additional persons, e.g., Project Managers of individual country-level interventions, to its meetings as deemed appropriate and beneficial to the discussions and execution of the meetings.

A diagrammatic overview of UNIDO and Norwegian actors involved in programme and project coordination at UNIDO and Norad Headquarters is illustrated below.[15] Since the illustration constitutes a simplification of the governance structure, no hierarchical structure shall be implied by the respective vertical placing of actors/ roles.

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[13] Formerly, the Quality Infrastructure and Smart Production Division under the Department of Digitalization, Technology and Innovation.

[14] Formerly, before May 2024, the GMAP was housed in the Section for Private Sector Development and New Partnerships under the Department for Partnerships and Shared Prosperity; before that, until Q1/2022, the Section for Private Sector Development under the Department for Civil Society and the Private Sector.

[15] Please note that designations of the responsible Directorates/ Departments/ Divisions/ Sections have changed since the start of the Programme. The governance structure and members' respective functions/ roles remain the same.
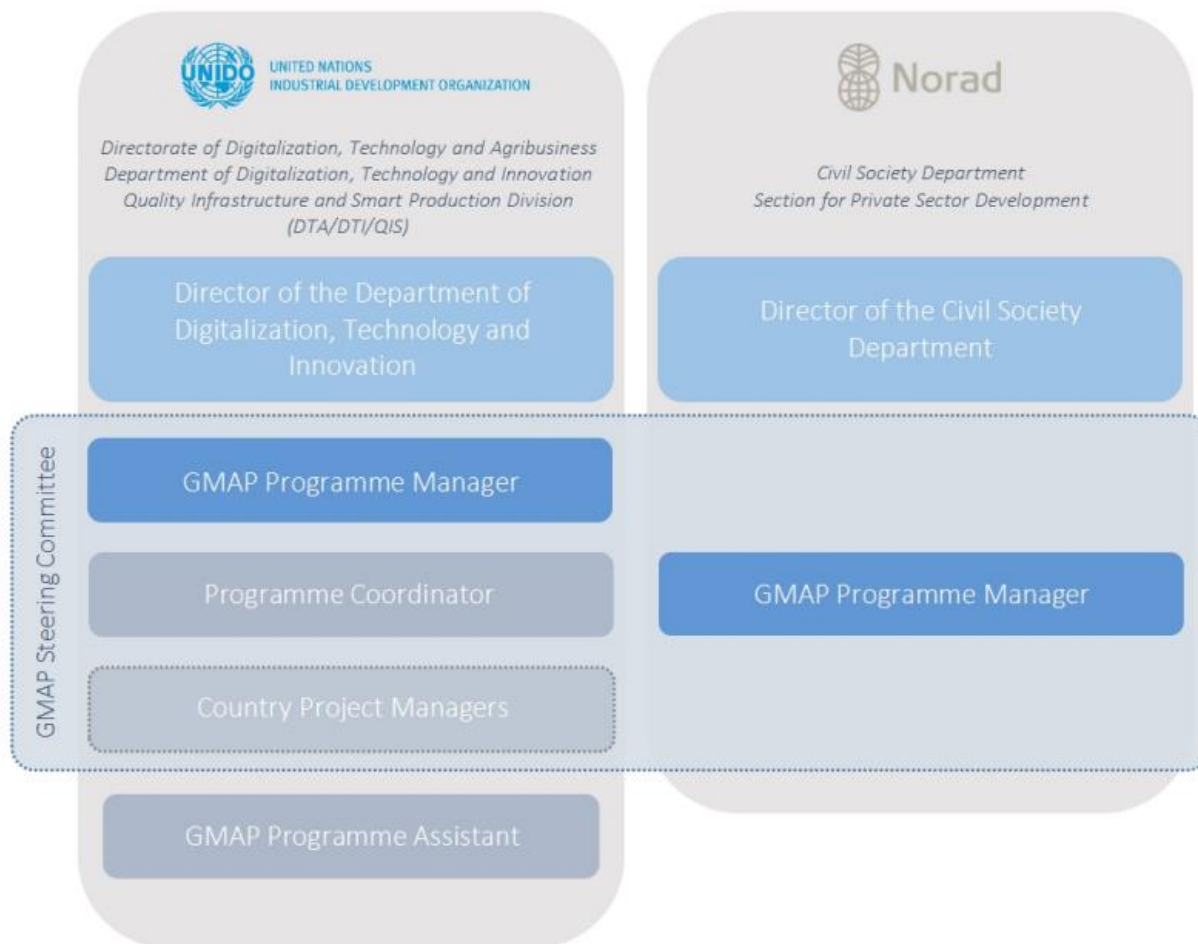
Figure 2 – *GMAP governance structure*

Country project-level governance

At the country project level, individual Steering Committees have been[16] established to govern the GMAP interventions in the target countries. The country-level Steering Committees will consist of the respective UNIDO Project Manager, Norad representatives, as available, as well as representatives from the responsible Government Counterparts. The respective Steering Committees meet twice per implementation year, normally in quarters 2 and 4, in order to be able to report on results in the meetings of the Programme-level Steering Committee. The Terms of Reference of the country-level Steering Committees have been elaborated prior and adopted during the respective first meetings following the

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[16] For the GMAP Colombia, GMAP Ethiopia, GMAP Mozambique. GMAP Nepal is forthcoming.

beginning of implementation. Key activities and responsibilities include the setting and assessing of country project milestones; discussing matters pertaining to project implementation and progress, and the approval of any relevant reports and work plans. Besides UNIDO, Norad/ Royal Norwegian Embassy, as applicable, and the respective Government stakeholders, additional participants may be invited to join the meetings of the respective Steering Committees, however, any such participants would not hold any voting rights.

5. Budget information

Table 1. Financing plan summary - Outcome breakdown (in EUR)

Programme outcomes/ components[17]	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Outcome 1	1 220 000	1 184 000	1 111 000	891 000	576 000	4 982 000
Outcome 2	897 344	838 344	784 754	458 623	416 824	3 395 889
Outcome 3	56 000	151 000	151 000	111 000	61 000	530 000
Subtotal	**2 173 344**	**2 173 344**	**2 046 754**	**1 460 623**	**1 053 824**	**8 907 889**
Programme Management and Coordination	143 000	143 000	143 000	143 000	143 000	715 000
M&E	0	0	37 500	0	42 500	80 000
Subtotal	**143 000**	**143 000**	**180 500**	**143 000**	**185 500**	**795 000**
Total	**2 316 344**	**2 316 344**	**2 227 254**	**1 603 623**	**1 239 324**	**9 702 889**
PSC (13%)	**301 125**	**301 125**	**289 543**	**208 471**	**161 112**	**1 261 376**
Grand Total	**2 617 469**	**2 617 469**	**2 516 797**	**1 812 094**	**1 400 436**	**10 964 265**

Source: Programme Document

Table 2. Financial delivery summary - Outcome breakdown (in EUR)

Programme outcomes/components	Released budget	Obligations + Disbursements	Funds Available	Support Cost	Total Expenditures
Preparatory Assistance					
Preparatory Assistance	212 616,92	212 616,92	0	27 640,15	240 257,07
Component 1					
Outcome 1	1 340 440.29	1 116 860.89	223 579.40	145 192.25	1 262 053.14

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[17] Please note that at the time that the programme document was approved, the budget did not separately list the project management outcome. In spite of this, the programme reports against this outcome in the aggregated programme financial delivery report, as agreed with the donor.

Programme outcomes/components	Released budget	Obligations + Disbursements	Funds Available	Support Cost	Total Expenditures
Outcome 2	1 499 138.14	1 038 269.80	418 983.28	135 680.52	1 173 950.32
Outcome 3	438 011.43	267 291.32	169 557.59	34 747.84	302 039.16
Country Project Management	939 576.14	815 700.13	123 876.01	106 040.96	921 741.09
Subtotal	**4 217 166.00**	**3 238 122.14**	**935 996.28**	**421 661.57**	**3 659 783.71**
Component 2					
Programme Management and Coordination	715 000.00	655 003.28	59 996.72	85 150.56	740 153.84
Monitoring and Evaluation	37 500.00	0.00	37 500.00	0.00	0.00
Subtotal	**752 500.00**	**655 003.28**	**97 496.72**	**85 150.56**	**740 153.84**
Total	**4 969 666.00**	**3 893 125.42**	**1 033 493.00**	**506 812.13**	**4 399 937.55**

Source: UNIDO Project Management ERP data base as of 31 July 2024

Table 3. UNIDO budget allocation and expenditure by budget line (in EUR/%)

Budget line	Items by budget line	Total expenditure (as of 31 July 2024)		Total released budget (as of 31 July 2024)	
		(EUR)	%	(EUR)	%
1100	Staff & Intern Consultants	874 634,23	19,88	1 173 496,71	23,62
1500	Local travel	270 590,75	6,15	409 554,58	8,24
1600	Staff travel	39 738,75	0,90	79 037,38	1,59
1700	Nat. Consult./Staff	1 840 446,34	41,83	1 946 820,31	39,18
2100	Contractual Services	187 937,87	4,27	306 840,10	6,18
3000	Train/Fellowship/Study	78 963	1,79	161 487,87	3,25
3500	International meetings	30 698,6	0,70	122 480,00	2,47
4300	Premises	61 570,63	1,40	80 940,64	1,63
4500	Equipment	303 522,63	6,90	448 987,61	9,04
5100	Other Direct Costs	205 022,62	4,66	239 020,80	4,81
PSC	*Project Support Cost*	*506 812,13*	*11,52*	*0*	*0*
Total		**4 399 937,55**	**100**	**4 968 666,00**	**100**

Source: Project document and UNIDO Project Management ERP database as of 31 July 2024

SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the programme to provide the programme management team and other stakeholders with feedback on the programme's performance to date and to identify early risks to programme sustainability, effectiveness, efficiency and progress towards results, including crosscutting issues and to help UNIDO improve the performance and results of ongoing and future programmes and projects. The mid-term evaluation (MTE) will cover projects from its starting date in 03/2020 up to the MTE start in Q4 2024.

The evaluation has two specific objectives:

(i) Assess the programme 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 and programmes by UNIDO.

II. EVALUATION APPROACH AND METHODOLOGY

The MTE will be conducted in accordance with the UNIDO Evaluation Policy[18], the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle[19], and the 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.

The evaluation will use a theory of change approach[20] 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

The following are the main instruments for data collection:

(a) **Desk and literature review** of documents related to the programme, including but not limited to:
- The original programme document, monitoring reports (such as progress and financial reports, 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 programme.

(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 programme; and
- Representatives of donors, counterparts, and other stakeholders.

(c) **Field visit** to project sites in Colombia, Ethiopia, and Mozambique.[21]
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.

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[18] UNIDO. (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11)
[19] 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)
[20] For more information on Theory of Change, please see chapter 3.4 of UNIDO Evaluation Manual
[21] Depending on the actual start of implementation of the GMAP Nepal (assumed to begin in Q3/2024), field visits to project sites in Nepal may be considered.

- 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 thing? 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? Does the intervention support and cooperate with civil society actors, such as human rights organisations, disabled people's organizations, women's rights, or feminist organisations?
3) Effectiveness: Is the programme on track to achieving its objectives? Did the intervention so far have any unintended negative effects, e.g. accentuate existing exclusion patterns of discriminatory practices against women and girls? To what extent has the intervention worked on discriminatory gender norms and practices and structural barriers to gender equality to achieve its objectives?
4) Efficiency: How well are resources being used? Has the project/programme delivered results in an economical and timely manner? How far have gender-sensitive (or other human-rights sensitive) budgeting tools been used?
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? Were there any gender-related differences in impact?
6) Sustainability: Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue? Has the intervention already had a leveraging effect on creating an enabling environment for the continuous promotion and realization of gender equality and human rights?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of the 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**		**Yes**
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**

These topics should be covered as applicable:

The 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. **Environmental and Social Safeguards**: 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 the environment or to any stakeholder.

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. Programme 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	The 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).

III. EVALUATION PROCESS

The evaluation will be conducted from 10/2024 to 01/2025. 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.
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 a management response sheet, and publication of the final evaluation report on the UNIDO website.

IV. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from 10/2024 to 02/2025. The evaluation field mission is tentatively planned for Q4/2024. 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 evaluation with UNIDO Headquarters. The draft MTE report will be submitted 4 to 6 weeks after the end of the mission. The draft MTE report is to be shared with the UNIDO Programme Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft MTE report based on the comments received, edit the language, and submit the final version of the MTE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
Oct 2024	Desk review and writing of inception report

Late Oct 2024	Online briefing with UNIDO programme manager and the project team based in Vienna.
Nov-Dec 2024	Field visits to Colombia, Ethiopia, and Mozambique.
Jan 2025	Debriefing. Preparation of first draft evaluation report
Jan 2025	Dissemination of the report by UNIDO's Independent Evaluation Unit and stakeholder comments to draft evaluation report
Feb 2025	Final evaluation report

V. EVALUATION TEAM COMPOSITION

For more information on the evaluation team composition, see the Evaluation Manual.

The evaluation team will be composed of one international evaluation consultant acting as the team leader and of three national evaluation consultants. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards, and gender. All 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 the 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 Programme Manager and the programme management team in Vienna will support the evaluation team.

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

VI. 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 programme manager, the Team Leader will prepare, in collaboration with the team members, 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[22].

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

Evaluation report format and review procedures

The draft report will be delivered to the 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 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 the UNIDO Independent Evaluation Unit.

VII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO's Independent Evaluation Unit. Quality assurance and control are exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO's 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's 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's Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
IMPACT SMEs are more competitive in international markets, thus contributing to sustainable and inclusive development of the targeted countries.		
% reduction in rejections from external markets	-	0 Will be adjusted based on information from the country projects.
Increase in export volumes (as a % and in million USD) of goods and services in the supported value chains/sectors	% change in export market share of world total of goods and services in the supported value chains/ sectors by year	0 Will be adjusted based on information from the country projects.
SPECIFIC OBJECTIVE Enhanced market access in prioritized value chains, mainly for SMEs.		
% volume of production in the VC complying with international standards supported by the project	% change in production volume of the assisted VCs complying with international standards supported by the project	0 Will be adjusted based on information from the country projects.
Increased market access as perceived by VC actors (beneficiaries to the project)	-	0 Will be adjusted based on information from the country projects.
N.a.	# increase in use/ referencing/ adoption of IEC/ISO and other international standards, guidelines and good practices relevant to the assisted VCs at national levels	0 Will be adjusted based on information from the country projects.
OUTCOME 1 Enhanced technical competence and sustainability of the Quality Infrastructure System.		

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
N.a.	GOV.1: Number of institutions established or strengthened	0
# of international recognitions or accreditations (or readiness for accreditation)	-	0 Will be adjusted based on information from the country projects.
National Accreditation Body complying with ISO/IEC 17011	# change of National Accreditation Bodies applying for accreditation for ISO/IEC 17011:2017 (or latest version)	0 Will be adjusted based on information from the country projects.
# of staff whose competence has increased as a result of the project activities	# of staff who rate themselves having at least 'advanced proficiency' in applying training contents in their work (scale: 1 = no proficiency; 2 = low proficiency; 3 = moderate proficiency; 4 = advanced proficiency; 5 = high proficiency) (sex-disaggregated)	0
OUTPUT 1.1 In-depth analyses of the capacity of the QI institutions and service providers conducted, action plan/roadmap prepared and baselines identified.		
N.a.	TCO.3: Number of toolkits and guidelines produced [in collaboration with intermediate institutions]	
# of action plans developed, per VC/sector	-	0
# of assessment reports prepared (baseline)	-	0
OUTPUT 1.2 (Moved to OUTCOME 3 - OUTPUT 3.3) Advice for informed policy decision-making on standards compliance and support for policy development provided.		
OUTPUT 1.2 (Formerly OUTPUT 1.3) Technical competence of the QI at the institutional level is strengthened.		

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
N.a.	TCO.1: Number of capacity building activities provided	
# of accreditation schemes with international recognition, or prepared (ready) to achieve the international recognition	National Accreditation Body becomes signatory to IAF/ILAC mutual recognition arrangements (or obtains membership in a regional accreditation body which is a signatory) for scopes supported by UNIDO	0 Will be adjusted based on information from the country projects.
	National Accreditation Body is ready to become a signatory of the IAF MLA for Product Certification and to sign the MoU to become a recognized accreditation body for GLOBAL G.A.P. or other relevant schemes	0 Will be adjusted based on information from the country projects.
# of measurement capacities strengthened	NMI ready to apply to become an Associate or Member State under the CGPM to obtain international recognition through the CIPM MRA	0 Will be adjusted based on information from the country projects.
# of internationally traceable calibration and verification services available	-	0 Will be adjusted based on information from the country projects.
# of TCs established per VC/sector	-	0

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
		Will be adjusted based on information from the country projects.
# of members of the TC, per VC/sector and stakeholder group	-	0 Will be adjusted based on information from the country projects. Indicator will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.
# of accreditation evaluators available and part of the NAB (with collaboration agreement) to perform accreditation evaluations/audits (if individuals)	# of accreditation evaluators performing accreditation services on behalf of the respective NAB	0 Will be adjusted based on information from the country projects.
# of active information points providing information on QI, QI services and quality in general		0 Will be adjusted based on information from the country projects.
OUTPUT 1.3 (Formerly OUTPUT 1.4) Technical competence of the QI at the service providers' level is strengthened.		
N.a.	TCO.1: Number of capacity building activities provided	0
# of accredited laboratory tests or prepared (ready) for accreditation	-	0 Will be adjusted based on information from the country projects.
# of accredited calibration services, or prepared (ready) for accreditation	-	0 Will be adjusted based on information from the country projects.

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
# of accredited certification services for relevant standards, or prepared (ready) for accreditation	-	0 Will be adjusted based on information from the country projects.
# of staff from inspection and surveillance state bodies trained on inspection services	-	0 Indicator will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.

OUTCOME 2
Enhanced SME compliance with international standards and technical regulations.

N.a.	**BUS.1: Cumulative/Annual number of firms with improved management practices**	0
N.a.	**TEC.3: Number of new technologies adopted**	0
# of stakeholders QMS certified (incl. women-run/ -owned enterprises)	-	0 A definition of what constitutes a women-run/-owned enterprise in the context of GMAP will yet need to be defined.
# of stakeholders that apply key SOP of management systems that are relevant to comply with standards/market requirements (incl. women-run/ -owned enterprises)	-	0 Not all supported SMEs may opt for certification right away (during the support period). A definition of what constitutes a women-run/-owned enterprise in the context of GMAP will yet need to be defined.

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
N.a.	% change in production volume of the assisted VCs complying with international standards supported by the project	0
N.a.	Increased market access as perceived by VC actors (beneficiaries to the project)	0 Will be adjusted based on information from the country projects.
# of BSOs that provide a better service to their stakeholders	# of BSO staff trained on standards relevant to the target sector/VC	0 Indicator, if suitable, will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.
	# of needs assessment/ demand-supply studies undertaken to identify gaps or shortcomings in service offerings	0 Indicator, if suitable, will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.
	# BSO staff trained who rate themselves having at least 'advanced proficiency' in applying training contents in their work (scale: 1 = no proficiency; 2 = low proficiency; 3 = moderate proficiency; 4 = advanced proficiency; 5 = high proficiency)	0 Indicator, if suitable, will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.
	# of BSO clients surveyed who rate themselves being 'very satisfied' with the service they received (scale: 1 = not satisfied; 2 = little satisfied; 3 = moderately satisfied; 4 = very satisfied; 5 = highly satisfied)	0 Indicator, if suitable, will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
OUTPUT 2.1 In-depth analysis of the relevant market requirements is conducted, action plan/roadmap prepared and baseline identified.		
# of action plans developed per VC/sector	-	0 Will be adjusted based on information from the country projects.
# of assessment reports prepared (baseline)	-	0 Will be adjusted based on information from the country projects.
OUTPUT 2.2 Compliance capacity of SME and other actors along the VC is strengthened.		
N.a.	**TCO.1: Number of capacity building activities provided**	0
# of businesses receiving technical support in the improvement of their management systems to comply with international standards (per VC/sector)	-	0 Indicator will be disaggregated by sex. A definition of what constitutes a women-run-/-owned enterprise in the context of GMAP will yet need to be defined.
# of trainings conducted	-	0
# of staff trained	**# of VC actor (individual farmer/beekeeper or similar, etc.) and staff trained per VC actor (SME; Business Association; etc.)**	0 Indicator will be disaggregated by sex. Target for women's participation to be set on a country-by-country basis.
# of organizations that participated in the training (incl. women	-	0

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
business associations, etc.) - In total/per content/per country/per VC		
OUTPUT 2.3 BSO are strengthened and associativity/linkages among VC actors are promoted.		
N.a.	TCO.1: Number of capacity building activities provided	
# of clusters established	-	0
# of group meetings held/per cluster	-	0
N.a.	# of BSO staff trained on standards relevant to the target sector/VC (sex-disaggregated)	0
N.a.	# of needs assessment/ demand-supply studies undertaken to identify misalignment, gaps or shortcomings in service offerings	0
OUTCOME 3 Strengthened culture for quality.		
N.a.	KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas	0
N.a.	KASA.2: Number of actors gaining skills on UNIDO knowledge areas	0

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
N.a.	POL.1: Cumulative number of new or revised policies adopted by policymakers	0
N.a.	POL.2: Cumulative number of new standards adopted or implemented	0
N.a.	POL.3: Number of guidelines adopted by relevant actors	0
# of people reached through awareness activities	# of survey participants who indicate that they either i) took note of a certain awareness activity; ii) attended (or wanted to attend) a certain awareness activity/ read awareness materials produced by the project; iii) learned something from the activity/material, or iv) have gained a deepened understanding of why quality matters and how it affects daily life/ relates to prosperity and well-being	0
	# of materials distributed through direct contact or requested mailings (e.g., in the form of a newsletter)	0

OUTPUT 3.1

Materials for raising quality awareness developed.

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
# of materials for quality awareness available to the public (in printing/web)	# of materials for quality awareness developed, printed/uploaded, disseminated through pertinent channels	0

OUTPUT 3.2

Activities to raise quality awareness developed.

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
N.a.	CPO.1: Number of global fora, workshops/EGM/side events organized	0

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
# of awareness raising activities organized, in coordination with local beneficiaries - in total/per country	-	0
# of people attending awareness activities - in total/per country	-	0
OUTPUT 3.3 (formerly OUTPUT 1.2) Advice for informed policy decision-making on standards compliance and support for policy development provided.		
N.a.	PAO.1: Number of industrial strategies and industrial policy documents drafted / prepared	0
N.a.	NOO.1: Number of standard-setting processes with UNIDO participation	0 UNIDO will not participate directly in any standard setting processes but will only support or facilitate such processes.
# of policy drafts	# of policy drafts/ reviews prepared and shared with the respective Counterpart & NQI body	0
N.a.	# of workshops on standards compliance held with participation from respective Gov. stakeholders	0
PROGRAMME MANAGEMENT AND COORDINATION		
# of country projects formulated and ready for implementation	# of concept notes for additional country projects under the GMAP developed and submitted to Norad for consideration	0 *Result*: 3 (Indonesia, Malawi, Somalia)
# of country projects under implementation	# of country projects finalized to start implementation and approved by Norad	0 *Result*: 4 (Colombia, Ethiopia, Mozambique, Nepal)

INDICATOR AS PER PROGRAMME DOCUMENT	INDICATOR AFTER INCEPTION PHASE	BASELINE
# of progress reports elaborated and submitted to the SC meetings - at the programme level/country level	-	0 *Result to date at Programme-level:* 7
# of SC meetings held - at the programme level/country level	-	0 *Result to date at Programme-level:* 7
# of evaluations conducted	-	0
% of analyzed/accepted recommendations from evaluation reports implemented	**% of progress towards implementation of evaluation recommendations received and accepted per country project**	0 Scale to be developed depending on number of recommendations/ clustering of recommendations to be received.

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):	10/2024
End of Contract (COB):	02/2025
Number of Working Days:	35 working days spread over the above-mentioned period

1. **ORGANIZATIONAL CONTEXT**

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

2. **PROGRAMME CONTEXT**

Detailed background information on the programme can be found in the terms of reference (TOR) for the mid-term evaluation.

The international evaluation consultant/team leader will evaluate the programme 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	Expected Duration (Working Days)	Location
1. Review programme documentation and relevant country background information (national policies and strategies, UN strategies, and general economic data). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visits. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the Programme Manager, the programme management team and the national evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.	• Adjusted table of evaluation questions, depending on country - specific context; • Draft list of stakeholders to interview during the team's field missions. • Identify issues and questions to be addressed by the local technical expert.	5 days	Home-based
2. 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 in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork. Provide guidance to the national evaluator to prepare an initial draft of output analysis and review technical inputs prepared by a national evaluator, prior to field missions.	• Draft theory of change and evaluation framework to submit to the Evaluation Manager for clearance. • Guidance to the national evaluator to prepare output analysis and technical reports.	6 days	Home-based
3. Briefing with the UNIDO Independent Evaluation Unit, programme and project managers, and other key stakeholders at UNIDO HQ (included in preparation of presentation).	• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning. • Unit of evaluation tasks with the National Consultant.	1 day	Through MS Teams

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Expected Duration (Working Days)	Location
4. Coordinate the field missions to Colombia, Ethiopia, and Mozambique[23].	• Participation in country interviews • Agreement with the National Consultants on the structure and content of the evaluation report and the distribution of writing tasks.	7 days	Through MS Teams
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ.	• After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.	1 day	Through MS Teams
6. Prepare the evaluation report, with input from the National Consultants, according to the TOR. Coordinate the inputs from the National Consultant and combine them with her/his inputs into the draft evaluation report. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	• Draft evaluation report.	10 days	Home-based
7. Revise the draft programme evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards.	• Final evaluation report.	5 days	Home-based

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[23] The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15-20 years of experience in evaluation of development projects and programmes
- 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 to potential sites within Colombia/Ethiopia/Mozambique (respectively)
Start of Contract:	10/2024
End of Contract:	02/2025
Number of Working Days:	28 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 of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

PROGRAMME CONTEXT

Detailed background information on the programme can be found in the terms of reference (TOR) for the mid-term evaluation.

The national evaluation consultant will evaluate the programme 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**	**Expected Duration (Working Days)**	**Location**
Desk review Review and analyze programme documentation and relevant country	• Evaluation questions, questionnaires/interview guides, logic models adjusted	6 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected Duration (Working Days)	Location
background information; in cooperation with the Team Leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models). If needed, recommend adjustments to the evaluation framework and Theory of Change to ensure their understanding of the local context.	to ensure understanding in the national context. • A stakeholder mapping, in coordination with the programme team.		
Carry out preliminary analysis of pertaining technical issues determined with the Team Leader. In close coordination with the programme staff team verify the extent of achievement of programme outputs prior to field visits. Develop a brief analysis of key contextual conditions relevant to the programme.	• Report addressing technical issues and questions previously identified with the Team leader. • Tables that present extent of achievement of programme outputs. • Brief analysis of conditions relevant to the programme.	8 days	Home-based
Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with programme partners and government counterparts, and organize and lead site visits, in close cooperation with programme and country project staff in the field.	• Detailed evaluation schedule. • List of stakeholders to interview during the field missions.	2 days	Home-based
Coordinate and conduct the field missions with the team leader in cooperation with the Programme Management Unit, where required. Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. Conduct the translation for the Team Leader, when needed.	Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.	5 days (including travel days)	In-country
Follow up with stakeholders regarding additional information promised during interviews.	Part of the draft evaluation report prepared.	7 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected Duration (Working Days)	Location
Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare tables to be included in the evaluation report as agreed with the Team Leader.			
Revise the draft programme evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proofread the final version.			

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in agro-business and/or agro value-chain. **Technical and functional experience**:

- Excellent knowledge and competency in quality infrastructure and/or value chain development.
- Evaluation experience, including evaluation of development cooperation in developing countries, is an asset.
- Exposure to the development needs, conditions, and challenges in their country and region.
- Familiarity with gender analysis tools methodologies and assets.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in Spanish/ Amharic and/or Oromo/Portuguese 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.
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 programme evaluation report

Abstract

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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.		
Rating system for quality of evaluation reports			
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.			