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# UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## TERMS OF REFERENCE

### FOR THE

### INDEPENDENT COUNTRY EVALUATION IN THE UNITED REPUBLIC OF TANZANIA (Period covered: 2011-2015)

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## **I. INTRODUCTION AND BACKGROUND**

Under the general provisions of UNIDO Evaluation Policy, the Independent Evaluation Division (ODG/EVQ/IEV) of the United Nations Industrial Development Organization (UNIDO) conducts evaluations at country level (CE). The main objectives of a CE is to assess the utility of the Organization's work to the Member Country; the consistency, harmonisation and alignment of UNIDO's interventions with United Nations efforts and national priorities; and to support the development of new country programmes.

ODG/EVQ/IEV seeks to conduct CEs with strong involvement of the country's Government and other relevant national counterparts. The "Independent Joint In-Depth Evaluation of the Integrated Industrial Development Programme for Capacity-Building to Enhance Industrial Competitiveness and Sustainability in Tanzania, With Emphasis On SMEs and Agro Industries", was performed in 2003 in close cooperation with the Government of the United Republic of Tanzania. An "Independent UNIDO Country Evaluation of United Republic of Tanzania" was performed in 2010 with the participation of a national evaluation consultant.

The present independent CE of UNIDO's interventions in Tanzania was proposed by the Africa Bureau, included in the Work Programme for 2016/2017 of the Independent Evaluation Division (ODG/EVQ/IEV) and approved by the Executive Board. The evaluation is particularly relevant as the current CP is coming to an end, along the first phase of United Nations Development Assistance Plan (UNDAP I), and a five year UNDAP II (2016/17-2020/21) is being formulated. A new CP will also be formulated. The evaluation will be a forward-looking exercise, drawing lessons from the current CP and identifying areas for improvement in the next CP to enhance the relevance and effectiveness of UNIDO interventions in Tanzania.

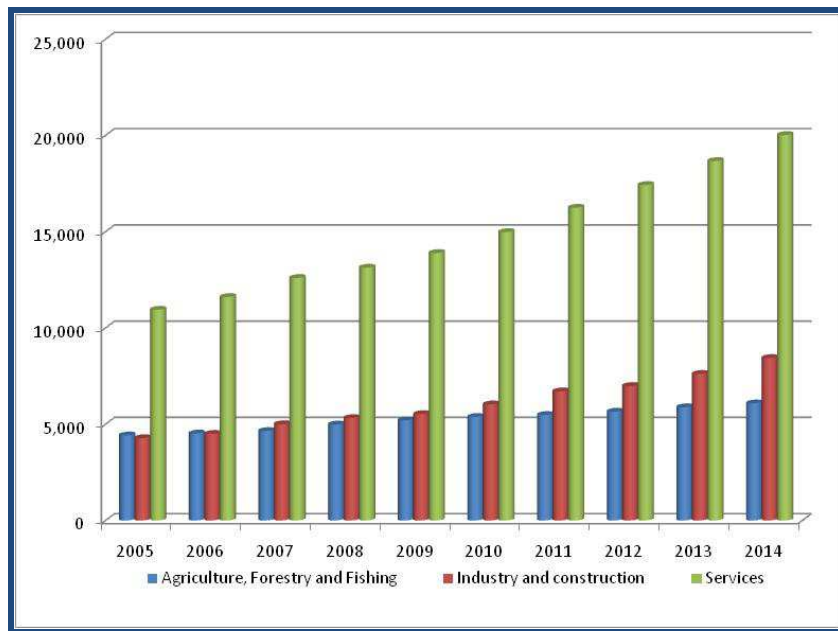
## **II. NATIONAL CONTEXT**

### ***The economy***

Tanzania is amongst the least developed countries (LDCs) in Africa, with approximately a third of its population estimated as living below the basic needs poverty line. Nearly 70 percent of the Tanzanians lives in the rural areas and are engaged mainly in the agricultural sector, which is predominantly subsistence. Poverty levels are also higher in the rural than urban areas.

During 2005-2014 added value GDP by kind of economic activity at constant (2007) prices grew at an average annual growth rate of approximately 7 percent, from nearly 20,730 TShs Billion to slightly over 30,000 TShs Billion. This growth was in all of the three broad sectors of agriculture, forestry and fishing; industry and construction and services.

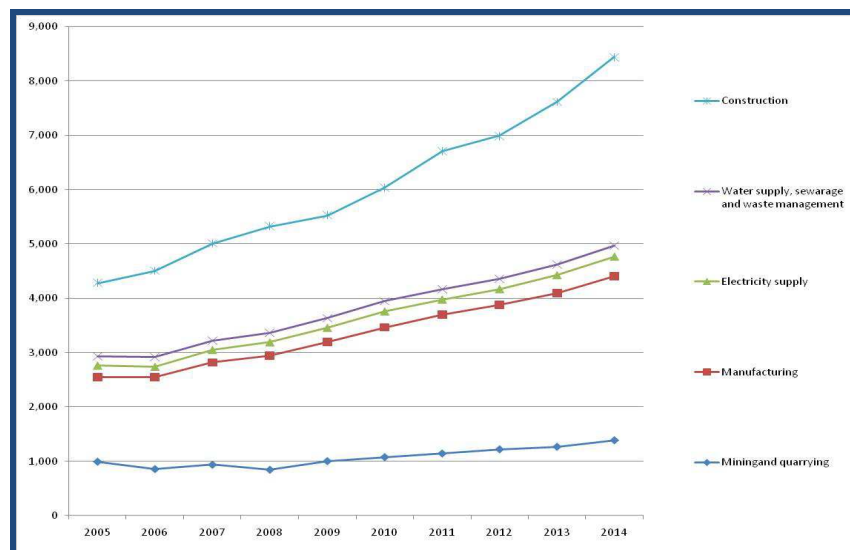
However, as depicted in Figure 1, contribution of the services sector was always higher, at 56 percent of the added value GDP in 2005, and growing both much faster and steadily during the ten year period to 59 percent contribution in 2014. During the same period contribution of the agriculture, forestry and fishing sector declined from 23 percent to 18 percent while that of industry and construction increased modestly from 22 percent to 25 percent.



Source: Bank of Tanzania, June 2015

**Figure 1. GDP (TShs Billion) by kind of economic activity at constant 2007 prices, Tanzania mainland**

Figure 2 elaborates the growth of added value GDP for the industry and construction sector. It shows that for the entire analysis period contribution of construction has been high and growing fast. The contribution of manufacturing has been below those of the water supply, sewerage and waste management and electricity supply although the three subsectors were growing at rates which are relatively the same.



Source: Bank of Tanzania

**Figure 2. GDP (TShs Billion) for the industry and construction sector at constant 2007 prices, Tanzania mainland**

GDP growth for Zanzibar is shown in Figure 3. The figure reveals that during the period 2009-2013 growth rates varied among the sectors, that of the transport and communications being highest at 16.98 percent and that of manufacturing being the lowest at 2.26 percent.



Source: Office of the Government Chief Statistician, Zanzibar

**Figure 3. Growth rates in value addition GDP for Zanzibar, 2009-2013**

It can be concluded from Figures 1, 2 and 3 that the recorded economic improvements are largely urban in nature and based in a small number of capital-intensive fast growing sectors with limited linkages to the rest of the economy, particularly agriculture.

#### ***National development goals and implementation frameworks***

Development of Tanzania is guided by **Development Visions**, one being the Tanzania Development Vision 2025 for the mainland and the Zanzibar Vision 2020 for Zanzibar. Both visions have, among others, a common objective of having competitive, diversified and semi industrialized economies with a substantial industrial sector comparable to typical middle income countries, and with sustained growth for the benefit of all people by the target years.

Tanzania Development Vision 2025 is implemented through the Tanzania Long-term Perspective Plan (TLPP, 2011-2025). In turn, the TLPP is implemented through strategies and plans including the first and second generations of the Tanzania National Strategy for Growth and Reduction of Poverty (the Kiswahili acronym being MKUKUTA) implemented during 2005/06-2009/10 and 2010/11-2014/15, respectively, and the First Five Year Development Plans (FYDP I), implemented during 2011/12 - 2015/16. The Second Five Year Development Plan (FYDP II), which will be implemented from 2016/17 to 2020/21, is being formulated. While the focus of the FYDP I was *Unleashing Tanzania's Latent Growth Potential*, that of the FYDP II is *Nurturing an Industrial Economy*. The focus of the Third FYDP (2021/22-2025/26) will be *Realizing Competitiveness-Export-Led Growth*.

Zanzibar Vision 2020 is implemented through a series of development strategies of which the first and second were the Zanzibar Strategy for Growth and Reduction of Poverty (the Kiswahili acronym is MKUZA), with MKUZA I implemented during 2007/08-2010/11 and MKUZA II during 2011/12-2015/16. A MKUZA II successor strategy, for 2016/17-2020/21 is being prepared.

### III. UNIDO IN TANZANIA

The history of UNIDO in Tanzania dates back to 1965. It is one of over 25 UN agencies which are currently supporting the United Republic of Tanzania to realize and attain its development goals.

UNIDO is also a member of the Tanzania Development Partners Group (DPG) which is a body coordinating the support of the Development Partners to the United Republic of Tanzania. The DPG comprises 16 bilateral and five multilateral agencies (UN counted as one) that have all agreed on a Joint Assistance Strategy (JAST, 2006). The JAST outlines common principles of partnership between Government and development partners, including the UN and is also adhered to by the One Programme of the UN.

#### ***The Tanzania Integrated Programmes and the Joint Programmes***

In recent years, UNIDO implemented the first Tanzanian Integrated Programme (IP) between 1998 and 2003, which focused on Small and Medium Enterprises (SMEs) development in priority sub-sectors, promotion of investment and enhanced mechanisms for private-public dialogue. It was succeeded by a second IP (2004-2007), which primarily aimed at improving capacity for agro processing. During 2007/8-2010/11, UNIDO implemented its Country Programme within the framework of the first phase of UN Delivering as One (DaO) being piloted by eight countries including Tanzania.

During that period, DaO in Tanzania consisted of twelve Joint Programmes (JPs) out of which UNIDO participated in the following five:

- JP 1: Wealth creation, employment and economic empowerment
- JP 5: Capacity Building Support to Zanzibar
- JP 6.1: Managing Transition from Humanitarian Assistance to Sustainable Development in Northwestern Tanzania
- JP 10: Education
- JP 11: Environment and climate change

#### ***The United Nations Development Assistance Plan***

The UN Joint Programmes were succeeded by the United Nations Development Assistance Plan (UNDAP) 2011/12-2014/15 (extended by one year to 2015/16), which intended to capture the entire range of activities supported by the UN system in Tanzania. The UNDAP provides a collective, coherent and strategically focused plan aligned to national priorities articulated in the poverty reduction strategies for Mainland Tanzania and Zanzibar (MKUKUTA II and MKUZA II, 2010-15) and encompasses the national response to the Millennium Development Goals, key sector planning and policy documents, and the current humanitarian situation. UNDAP is nationally executed under the overall co-ordination of Joint Government and UN Steering Committee and implemented through ten inter-agency Programme Working Groups (PWGs). UN agencies are accountable for agreed agency-specific results and targets established in the PWG work plans. UNIDO is participating in two PWGs of UNDAP namely (i) Economic Growth and (ii) Environment and Energy.

#### ***The UNIDO Country Programme of Technical Cooperation (CP)***

The UNIDO Country Programme of Technical Cooperation with the United Republic of Tanzania 2011-2015 was developed to elaborate on participation of UNIDO in the United Nations Development Assistance Plan (UNDAP), which intended to capture the entire range of activities supported by the UN system in Tanzania. This joint business plan of the UN agencies and government, initially planned for implementation for four years from 2011/12 to 2014/15, was extended by one year to 2015/16.

The focus of UNIDO has the overall objective of supporting pro-poor economic growth through promotion of a competitive export-oriented private sector with particular attention to small scale enterprises with an agro-industry orientation. The Country Programme aims at building the capacity of relevant national institutions from both the public and private sector to achieve the above objective. The support is built on three components implemented through several integrated projects and sub projects. The CP components are (1) Industrial Policy and Statistics Support, (2) Enterprises, Competitiveness, Investment and Trade, and (3) Energy and Environment. While the first two components were organized under the Economic Growth Programme Working Group (EG-PWG) of UNDP, the last one was incorporated in the Energy and Environment Programme Working Group (EE-PWG).

***The projects and sub projects composing the CP 2011-2015***

At its formulation, the CP was envisaged to consist of eleven (11) projects/sub projects organized under the three Country Programme components are presented in Table 1.

**Table 1. Projects composing the CP at its formulation in 2011**

CP Component	Project/sub projects	SAP ID No.	
Industrial Policy and Statistics Support	Industrial Policy Capacity Building in URT	100348	
	SME Policy Review	120288	
	Industrial Statistics Capacity Building in URT	109028	
Enterprises, Competitiveness, Investment and Trade,	Investment Promotion (including SPX)	102208	
	Value Chain Development (3ADI)	Red meat and Cashew nut	101185
		Leather	101171
			100228
	Business Information Centers Development	102209	
	Industrial Upgrading and Modernization	102175	
Trade Capacity Building	100028		
Energy and Environment	Renewable Energy for Rural Productivity	103176	
	Cleaner Production for Green Industry	104180	

In the course of implementation, new projects and sub projects were created or formulated, including two for coordinating the projects under each of the two UNDP Programme Working Groups in which UNIDO is participating. Other new projects, and the Country Programme components in which they were incorporated, are presented in Table 2.

**Table 2. Projects which were formulated and incorporated in the CP later**

CP Component	Project/sub projects	SAP ID No.
Industrial Policy and Statistics Support	Tanzania National System of Innovation	120302
Enterprises, Competitiveness, Investment and Trade,	Tanzania UN Trade Cluster – SECO	120104
	Entrepreneurship Education	120576
	Enhancing Youth Employability in URT <sup>1</sup>	150054
Energy and Environment	Small Hydropower Mini Grids to Augment Rural Electrification in Tanzania	100261
	Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319 140077
Coordination	Coordination of projects in EG PWG of UNDP	107142

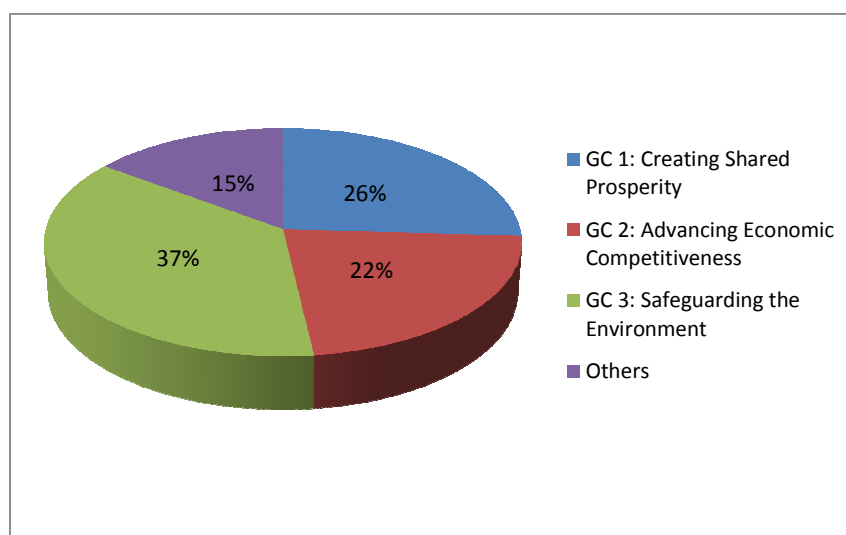
<sup>1</sup> This project is a component of a UN Joint Programme on Youth Employment in which other three (3) UN agencies namely FAO, ILO and UN Women and the RCO are participating. For UNIDO, interventions under the Joint Programme on Youth Employment were incorporated in previously existing four (4) projects/sub projects with SAP Nos. 100348, 109028, 100228 and 102175 and a new one with SAP No. 150054.

CP Component	Project/sub projects	SAP ID No.
	Coordination of projects in EE PWG of UNDP	100304

In addition to the above, a number of other national, regional and global projects were formulated with components for implementation in Tanzania, but were not incorporated in the CP and therefore not captured in the UNDP framework. Such projects and their SAP ID numbers include, inter alia, the following:

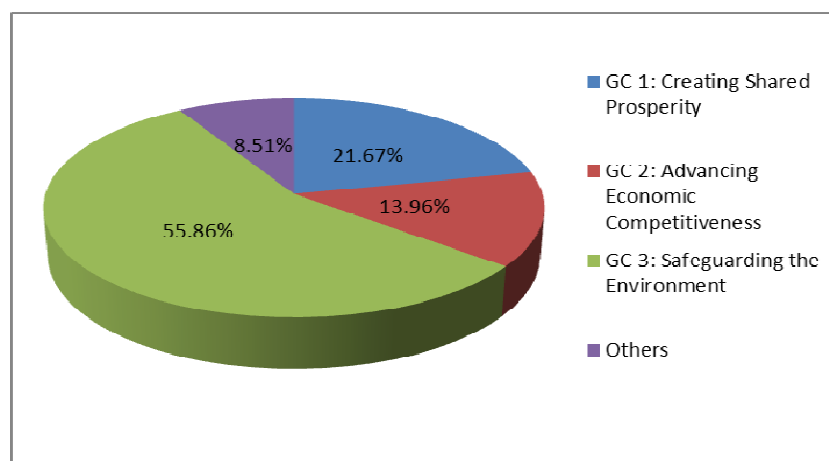
- PA-3ADI and AfriPANet Investment Project (120340)
- Strengthening Institutional Capacities for Industrial Policy in the EAC (140229)
- Strengthening Local Medicine Production in Developing and Least Developed Countries (Phase 5) (140292, linked to 120117).

The full list of projects encompassed by the country evaluation, together with the disbursements so far, is shown in Table 6 in Attachment 1, i.e. 20 ongoing and 7 operationally completed projects in total. Figure 4 and Figure 5 present the distribution of projects and budgets by thematic priority, i.e. Creating Shared Prosperity, Advancing Economic Competitiveness and Safeguarding the Environment. Table 3 presents budget and expenditures by project status and thematic priority.



Source: UNIDO Open Data Platform, beta, 11 March 2016

**Figure 4. Percentage of projects by thematic priority**



Source: UNIDO Open Data Platform, beta, 11 March 2016

**Figure 5. Budget distribution by thematic priority**



**Table 3. Budgets and expenditures by status and thematic priority**

<b>Project status</b>	<b>Expenditures</b>	<b>Budget</b>
<b>Completed</b>	<b>1,337,963</b>	<b>1,359,368</b>
GC 1: Creating Shared Prosperity	385,988	367,562
GC 3: Safeguarding the Environment	608,437	648,268
Others	343,538	343,538
<b>Operational</b>	<b>11,718,723</b>	<b>19,156,002</b>
GC 1: Creating Shared Prosperity	2,986,046	4,077,993
GC 2: Advancing Economic Competitiveness	2,713,180	2,864,572
GC 3: Safeguarding the Environment	4,956,775	10,811,013
Others	1,062,722	1,402,424
<b>Grand Total</b>	<b>13,056,686</b>	<b>20,515,370</b>

Source: UNIDO Open Data Platform, beta, 11 March 2016

### ***Human Resources for implementing the CP 2011-2015 and other country projects***

The CP and other country projects are implemented jointly by human resources based in Tanzania and at UNIDO headquarters in Vienna, playing different roles. The FO staff plays a major role in mobilizing the in-country finances, managing some projects/subprojects as Project Managers and Allotment Holders and coordinating the CP in general. Staffs at headquarters are responsible for mobilizing resources from outside Tanzania, they become Project Managers and Allotment Holders who plan and monitor utilization of funds they are allocated, and are also responsible for incorporation of the CP in the entire UNIDO programme.

Until 2011, the UNIDO Field Office in Tanzania had three established positions for UNIDO Representative (UR), an Administrative Secretary (AS) and a driver. A fourth established position for a National Programme Officer (NPO) was created and filled in 2012. The UR who was in place prior to formulation of the CP was transferred by end of November 2014 and that position is yet to be filled. The position of the NPO has been filled since its creation and the AS has been in place prior to the current CP to-date. Since the falling vacant of a position of the driver in 2014, the driver has been being hired on short term contracts.

While the UR is assisted by the NPO in coordinating the programme portfolio of the FO, the UR is assisted by the Head of the Finance Unit and the AS on financial and administrative matters.

In implementing the CP and other projects, short and long term national and international consultants are hired under specific projects. In this regard, the number of consultants fluctuates from time to time. The consultants, furthermore, can be based within the FO or are housed in the premises of some implementing partners. At times a consult was hired to assist in coordinating the programme component on Zanzibar, and was located in the UN Sub-Office from which several UN agencies are operating. However, the last contract on that position ended in 2013.

### ***Mobilization and management of financial resources for implementing the CP 2011-2015***

Three sources of funds were envisaged at the formulation of the CP, and in line with the UNDP: UNIDO's own funds (core funding), donor funding mobilized by UNIDO (non-core funding) and funds mobilized jointly by the UN Country Management Team (CMT) through the UN Resident Coordinator's Office (RCO) (One Fund). The original total budget of the CP was approximately USD 12,870,000 with contributions from the

expected three sources being USD 520,000 (core funding), USD 3,500,000 (non-core funding) and USD 8,850,000 (One Fund), as shown in Table 4 in Attachment 1.

All funds, on becoming available, are disbursed to UNIDO headquarters then the amount to be used in Tanzania are usually channeled through UNDP or directly from headquarters to vendors and service providers. Funds for payment of goods and services obtained from outside Tanzania are paid directly from the UNIDO headquarters.

Additional financial resources which became available in the course of implementation of the CP are approximately USD 12,624,540, shown in Table 5 in Attachment 1. It should, however, be noted that the timeframe for some of the projects formulated after the CP extends beyond June 2016.

Table 6 in Attachment 1 shows disbursements and expenditure up to 11 March 2016 for all projects ongoing or completed up to that date, clustered around thematic priorities.

### ***Status of implementation of the CP***

Implementation of the projects composing up the CP is still ongoing, with various levels of achievements recorded. Project documentation typifies results in the following general categories:

- Main activities included conducting technical studies, assessments and diagnoses, developing institutional capacities, preparing specialized training/awareness raising materials and their delivery and supporting the development of infrastructure for selected beneficiaries.
- Outputs encompass technical reports and related documents; functional structures established in some institutions; improved skills of staff in targeted institutions, targeted enterprises and public in general and infrastructure being developed or completed in some locations.
- Typical outcomes are improved knowledge shared and better informed decisions; improved performance of relevant institutions, targeted enterprises and beneficiaries.

The evaluation is expected to validate and quantify the results achieved, namely outputs and outcomes.

### ***Implementation arrangements***

UNIDO supported interventions are being implemented in several locations both in Tanzania Mainland and Zanzibar. While ministries and public institutions are the key partners in implementing upstream interventions, UNIDO is collaborating with several other agencies and private sector entities in implementing a range of downward interventions mainly in the regions of Iringa, Mbeya, Mtwara and Lindi (3ADI), Arusha, Kilimanjaro, Dodoma, Dar es Salaam and Coast (SECO and TIUMP), Ruvuma, Njmbe, Arusha and Morogoro (Small Hydropower Mini Grids).

#### ***Industrial and SME Development policies:***

- Ministry of Industry and Trade (MIT), Tanzania Mainland.
- Ministry of Trade Industry and Marketing (MTIM), Zanzibar.

#### ***Statistics support:***

- National Bureau of Statistics (NBS), Dar es Salaam.
- Office of the Chief Government Statistician (OGCS), Zanzibar.

#### ***Energy:***

Ministry of Energy and Minerals.

*Environment:*

- Vice President's Office, Tanzania Mainland.
- Vice President's Office, Zanzibar.

*Investment Promotion:*

- The Tanzania Investment Centre (TIC), Dar es Salaam

*Employment:*

- Ministry of Empowerment Social Welfare Youth Women and Children, Zanzibar
- Ministry of Labour and Employment, Tanzania Mainland.

UNIDO is also collaborating with the academia and research institutes including the University of Dar es Salaam, the Dar es Salaam Institute of Technology (DIT), Karume Institute of Science and Technology (KIST), the Commission of Science and Technology (COSTECH), the Tanzania Industrial Research Organization (TIRDO) and the Tanzania Engineering and Manufacturing Design Organization (TEMDO).

Other key partners include the Small Industries Development Organization (SIDO), the Tanzania Chamber of Commerce Industry and Agriculture (TCCIA), the Zanzibar National Chamber of Commerce Industry and Agriculture (ZNCCIA), the Rural Energy Agency (REA), the Tanzania Meat Board (TMB) and the Confederation of Tanzania Industries (CTI).

#### **IV. PURPOSE OF THE EVALUATION**

The evaluation is particularly relevant as the current CP 2011-2015 is coming to an end, along the first phase of the United Nations Development Assistance Plan (UNDAP I). The CE will be a forward-looking exercise, informing on the added value of CP and other UNIDO interventions in enhancing achievement of intended results, drawing lessons from the current CP and identifying areas for improvement. The lessons will be fed into the formulation of UNIDO's next CP, which will elaborate the contribution and participation of UNIDO in UNDAP II, to enhance the relevance and effectiveness of future UNIDO interventions in Tanzania. Formulation of UNDAP II, to be implemented within the Delivering as One UN (DaO) initiative during July 2016 to June 2021, is ongoing.

The country evaluation exercise has the following main purposes:

- To assess the relevance of UNIDO interventions, their alignment to the Tanzania's national and UNDAP development priorities (MKUKUTA II and MKUZA II, the FYDP I, MDGs, etc.) and the level of national ownership of the CP.
- To assess the progress made towards achieving the results envisaged in the UNIDO projects and programme(s) documents, and the contributors to success or lack thereof.
- To provide an assessment of UNIDO's positioning in Tanzania and the value added by UNIDO in response to national needs and the One UN agenda.
- To assess UNIDO's contribution to the One UN mechanisms.
- To assess the performance of the Field Office in the implementation of the CP.
- To assess how the potential opportunities for synergies and linkages, as well as the cooperation between different projects within the CP, were exploited for increased magnitude of results/impact of the CP.
- To generate key findings, draw lessons and provide a set of clear and forward-looking recommendations for consideration in the formulation and implementation of the next country programme.

## **V. EVALUATION SCOPE AND FOCUS**

The CE is not intended as a mere compilation of individual project evaluations but will consider synergies and complementarities between projects. It will include an assessment of the design and implementation of the programme as a whole with regard to:

- strategic objectives,
- geographic priorities,
- subsector focus,
- collaboration with and role of partner institutions and
- programme management and coordination.

The evaluation will cover the full range of support of UNIDO to Tanzania irrespective of the source of funding in the period starting with the beginning of the current CP and UNDAP and consider all ongoing, pipeline and completed projects. In consideration of the broad range of implementing partners and the geographical locations where activities are taking place, the evaluation approach will be defined during the inception period with a view to ensuring that the evaluation questions defined in this ToR are appropriately answered.

The following general considerations will apply to determine the scope, focus and approach to the evaluation:

- a) The evaluation will be utilization-focused and will consider clusters of projects attending to thematic priorities, “harvesting” outcomes, whether or not previously stated at the design stage, to enable evaluators and stakeholders to identify, formulate, verify, and make sense of outcomes achieved or likely to be achieved to which the project contributed, and establish relationships of cause-effect.
- b) In order to provide information on areas for improvement, the CE will have a formative approach and will consider key aspects that determine the likelihood of outcomes to materialize, e.g. adequate involvement of key stakeholders and beneficiaries, appropriate identification of assumptions and risks and how they were managed.
- c) The evaluation will provide an aggregated view of the performance of the portfolio, based on a systematic rating system for design quality and implementation performance of individual projects.

Mid-term and terminal project evaluations are conducted as required by UNIDO Technical Cooperation Guidelines. The only ongoing project in Tanzania for which a mandatory mid-term evaluation was conducted is “Industrial Upgrading and Modernization Programme” (SAP ID No. 102175). The evaluation report will be used as an input to the CP evaluation.

A mid-term review of the Small Hydropower Mini Grids to Augment Rural Electrification in Tanzania project was conducted in January 2015.

An independent terminal evaluation of UNIDO project “Mini-Grids Based on Small Hydropower Sources to Augment Rural Electrification”, UNIDO project number GFURT12001, SAP ID 100261, GEF ID 4004, is planned for the second semester of 2016.

The corresponding evaluation reports will also be used as inputs for the CE as available.

## **VI. KEY EVALUATION QUESTIONS AND ISSUES**

The overall questions to be addressed by the evaluation are the following:

- The extent to which UNIDO interventions in Tanzania were relevant to the country and to UNIDO's mandate;
- What was achieved (what were the outcomes in quantitative terms) resulting from the interventions, to what extent the interventions achieved the intended outcomes and impact and were sustainable;
- The extent to which UNIDO interventions were consistently articulated and logically structured among themselves and with interventions of other agencies in the CP; to what extent the various thematic areas supplemented/reinforced each other to achieve national targets;
- What are the factors that have facilitated or impeded the achievement of objectives.

## **A. Programme/project evaluation criteria and cross-cutting issues**

In general, the CE will consider the DAC Criteria (relevance, efficiency, effectiveness, sustainability, impact). In addition, specific evaluation criteria, cross-cutting issues (e.g. contribution to gender equality, environmental sustainability and fostering South-South cooperation) and the UN programming principals will be mainstreamed in the evaluation of the Country Programme, individual projects, the One UN and the field office performance.

### **A.1. Programme/project formulation and design**

The extent to which:

- A participatory programme/project formulation process was instrumental in selecting problem areas and counterparts requiring technical cooperation support;
- The programme/project has clear focused development objectives, within a clear results framework, the attainment of which can be determined by a set of verifiable indicators;
- The various thematic areas supplemented / reinforced each other to achieve national targets; and
- The programme of UNIDO interventions was consistently articulated and logically structured, also with interventions of other agencies in the CP.
- The project/programme was formulated based on the logical framework approach.

### **A.2. Programme/project implementation performance**

#### ***Relevance***

The extent to which UNIDO interventions address:

- The development challenges facing the country;
- National and international development priorities (MKUKUTA, MKUZA, FYDP I, MDGs, etc);
- UNIDO's strategic priorities (Programme and Budget, Medium Term Strategic Framework, etc.);
- The needs of target groups and UNIDO's counterparts.

#### ***Efficiency***

The extent to which:

- The quality of UNIDO services (expertise, training, equipment, methodologies, etc.) was as planned and led to the production of outputs;
- The activities were undertaken as planned;
- The resources and inputs were converted to outputs in a timely and cost-effective manner;
- The same results could have been achieved in another, more cost-effective manner;

### ***Effectiveness***

The extent to which:

- Stated objectives were achieved;
- Coordination amongst and within components of the programme lead to synergy effects (benefits and drawbacks) and/or to the production of outputs;
- Changing circumstances during implementation (for example the Big Results Now initiative, which was introduced in 2013) were accommodated to ensure achievement of the CP goals.

### ***Sustainability***

The extent to which:

- There is continued commitment and ownership by the government and other key stakeholders; and
- Changes or benefits can be maintained in the long term.

### ***Impact***

The extent to which the programme/project contributed to:

- Developmental results (economic, environmental, social); and
- The achievement of the MDGs.

### ***Contribution to gender equality and promoting youth development***

The extent to which:

- The programme/project design adequately considered the gender dimensions in global terms and within the various interventions; socioeconomic benefits to be delivered by the programme/project at the national and local levels included consideration of gender dimensions;
- Youth employment goals have been integrated in UNIDO interventions;
- Youth employment policies are supported by the Country Programme;
- Economic and educational factors for un- or underemployment are addressed by the Country Programme;
- Sex and age disaggregated data was available;
- A gender analysis was conducted as baseline study/gender specific needs were assessed / gender disaggregated data is available;
- The composition of the programme/project management team was gender-balanced, e.g. programme/project Steering Committee, experts, consultants;
- Women and men benefited equally from the project's interventions; and
- The results are likely to affect gender relations (e.g. division of labour, decision-making authority).

### ***Country Programme management***

The extent to which:

- Effective cooperation arrangements between the programme/projects and with the country office were established;
- UNIDO's country office supported coordination, implementation and monitoring of the programme;
- UNIDO HQ based management, coordination and monitoring have been efficient and effective.

### ***Partnership and coordination***

The extent to which:

- Effective coordination arrangements with other development partners were established;
- UNIDO participated in the One UN and UNDAP (please see E for further information); and

- The UNIDO CP adhered to the principles of the Paris Declaration on Aid Effectiveness (i.e. government ownership, alignment with government strategies, results orientation, program approaches, use of country systems, tracking results, and mutual accountability).

## **B. Evaluation of the Country Office in Tanzania**

UNIDO's Country Office will be assessed with regard to its contribution to UNIDO's convening, normative and technical cooperation functions. This will include the extent to which the country office

- develops and maintains relations with relevant public and private actors;
- participates in the UNCT and coordination mechanisms of international and regional development agencies, financing institutions and the donor community in the field;
- engages in the formulation process of programmes, aligned to local frameworks like the UNDAP;
- engages in the implementation and monitoring of TC projects; and
- are involved in global forum and convening activities.

The strategic orientation of work plans as indicated by the Regional and Field Operations Branch (February 2010) mentions that the following issues will be considered:

1. Programme and project development
2. Coordination with UN system-wide initiatives (One UN, UNDAP, etc.)
3. Activating regional, inter-regional and South-South cooperation
4. Partnerships and strategic alliances
5. Corporate Social Responsibility
6. Fund raising

More concretely, the 2011/12-2015/16 Work Plan for the country office in Tanzania specifies the following five outcomes which will be assessed in a country evaluation:

- UNIDO visibility enhanced at global, regional/sub-regional and country levels
- Responsiveness of UNIDO to national/regional priorities (TC programme and project development, fund raising)
- Effective participation in UN initiatives at country level including UNDAP, UNDG, One UN etc.
- Promoting Global Forum activities with direct link to UNIDO priorities and to the potential increase of UNIDO portfolio in the region and worldwide
- Effective management of technical cooperation activities and UNIDO office

## **C. Evaluation of UNIDO's contribution to the One UN**

Tanzania is one of the eight pilot countries for the Delivering as One agenda. A country-level evaluation of the UNDAP was conducted in end of 2014/early 2015 and should be reviewed.

Additionally, the evaluation team will assess the following issues:

- UNIDO niches and roles within the One UN arena in Tanzania;
- UNIDO's contribution to the outcomes and outputs envisaged by the UNDAP;
- The value added by and comparative advantage of UNIDO to UNDAP;
- The extent to which UNIDO has been able to take on a leadership role within its thematic priorities;
- Fund raising possibilities through the One UN;

- The extent to which the capacity of the Field Office to respond to increased coordination and administrative demands is sufficient;
- The extent of HQ support; and
- The extent to which UNIDO benefits from the participation in the One UN, in terms of visibility and otherwise.

## **VII. EVALUATION APPROACH AND METHODOLOGY**

The evaluation will draw its conclusions and recommendations based on the evidence found and make its independent assessment of the issues identified in section VI, also focusing on key services provided by UNIDO, such as capacity building, policy advice; improve business environment; value chain support; access to finance; industrial export promotion and SME consortia; Entrepreneurship Curriculum Programme (ECP); or entrepreneurship development.

While maintaining independence, the evaluation exercise will follow a consultative process and adopt a participatory approach and will seek the views, inputs and feedback from a broad range of stakeholders including government counterparts, private sector representatives, policy makers, other UN organizations, multilateral organizations, bilateral donors, implementing partners and the beneficiaries.

The evaluation will adopt a consultative approach whenever possible, seeking and sharing opinions with stakeholders. In terms of data collection the evaluation team will use different methods ranging from desk/literature review (project and programme documents, progress reports, mission reports, SAP and Results Monitoring System (RMS) searches, evaluation reports, etc.), interviews with Project Managers/Allotment Holders and project/sub project coordinators), field visits (for individual and/or group interviews/discussions with counterparts, beneficiaries, donor representatives, partners, surveys and on site observation). The use of different methods will ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources.

Attention will be paid to ensuring an unbiased and objective approach and to the validation of data. The evaluation team should ensure that all the data is valid, by triangulation of sources, methods, data, and theories. The lead evaluation consultant will develop the interview guidelines.

The methodology will be based on the following:

- Desk review of documents including, but not limited to, the following:
  - (a) The United Nations Development Assistance Plan (UNDAP) 2011-2015;
  - (b) The Country Programme of Technical cooperation With the United Republic of Tanzania 2011-2015;
  - (c) UNDAP Annual Work-plans and Semi Annual and Annual Reports available from the UNDAP Results Monitoring System (RMS);
  - (d) Project documents and reports concerning various projects implemented within or with relation to the CP;
  - (e) The UNDAP Evaluation Report;
  - (f) Any other materials produced in relation to the CP.
- Interviews with a wide range of stakeholders including, but not limited to the following:
  - (a) Technical and management staff at UNIDO headquarters and in the field;
  - (b) Government counterparts;



- (c) Non government counterparts;
- (d) Donors;
- (e) Key partners including the UN agencies; and
- (f) The ultimate beneficiary institutions and enterprises/entrepreneurs;

Other interviews, surveys or document reviews conducted as deemed necessary by the lead evaluator and/or ODG/EVQ/IEV.

The methodology and data collection and analysis tools will be developed during the inception phase.

### VIII. EVALUATION PROCESS AND REPORTING

The evaluation team will use a participatory approach and involve various stakeholders in the evaluation process. The responsibilities for the various stakeholders at different evaluation stages are outlined below:

Activity	ODG/EVQ/IEV	PTC	Field office	GoT	Evaluation team
Terms of Reference	X				
Selection of consultants	X				
Self-assessment by appropriate staff		X	X		
Review of background documentation					X
Inception Report					X
Interviews at UNIDO HQ		X	X		X
Evaluation mission			X	X	X
Presentation of preliminary findings in the field					X
Drafting of the evaluation report					X
Presentation of preliminary findings at HQ					X
Comments on draft report	X	X	X	X	
Final evaluation report					X
Evaluation brief					X

An inception phase will follow the signing of the contract between UNIDO and the evaluation consultant(s) where the evaluation team will review programme/project documents, analyses the TOR, and develop a detailed proposal for the conduct of the evaluation. The results will be laid down in an inception report to be submitted to UNIDO for review and approval.

The inception report will provide an early opportunity to reach a closer understanding of the purpose of evaluation and of what the evaluation can realistically be expected to achieve. Basic questions will be clarified at this stage. The inception report will be revised in response to comments. Further to approval, the inception report becomes a key reference document.

The inception report should cover the issues included in the standard format provided in ANNEX 1.

#### **IX. TIME FRAME AND DELIVERABLES**

The independent evaluation of the CP is scheduled to commence in the second quarter of 2016. Below is a tentative timetable for the evaluation process, which will be adjusted according to prevailing circumstances.

<b>Task</b>	<b>Description/ Deliverables</b>	<b>Estimated Timeframe</b>
Collection of background materials, desk review of documents, drafting the inception report and development of interview guidelines.	Inception report containing key findings of desk review, work plan, evaluation methodology and sampling technique, evaluation tools and interview guidelines.	May, 2016
Briefing of evaluators at HQ and deskwork and interviews at HQ	Information and additional materials collected	May - June, 2016
Evaluation mission to Tanzania (briefing of evaluators in the field, field visits and surveys and presentation of preliminary findings to key stakeholders.)	Mission report and information collected	June - July 2016
Presentation of key findings at Hq.		July 2016
Drafting of the report (possibly with additional data and information collection)	Draft report	August - September 2016
Collection of comments on the initial draft Independent Evaluation report		September 2016
Incorporation of comments and preparation of final draft report	Final draft report	September 2016
Issuance of final draft report to UNIDO for subsequent sharing with Government and other key partners	Final Report and its Management Evaluation brief	September 2016

#### **X. COMPOSITION OF THE EVALUATION TEAM**

The evaluation will be conducted by a team composed the following:

- 1) One/two Senior International Evaluation Consultant(s) with extensive experience in and knowledge of evaluation of energy and environment, industrial and agri-business development;
- 2) One National Evaluation Consultant designated by the Government of URT, familiar with evaluation techniques and pertinent sectors and issues; and

- 3) A member of UNIDO's ODG/EVQ/IEV will focus on the assessment of UNIDO's participation in the One UN pilot programme and the field office performance.

The team will work under the guidance of ODG/EVQ/IEV, with a member of ODG/EVQ/IEV managing the evaluation and acting as a focal point for the evaluation consultants. Additionally, the Africa Bureau and the UNIDO Field Office in Tanzania will support the evaluation team and help to coordinate the evaluation mission.

The international and national consultants will be contracted by UNIDO. The tasks of the consultants are specified in their respective Job Descriptions, attached to this ToR (ANNEX 2).

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

## **XI. QUALITY ASSURANCE**

All UNIDO evaluations are subject to quality assessments by ODG/EVQ/IEV. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on ODG/EVQ/IEV methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality in ANNEX 3. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback.

## Attachment 1: Information on budgets and disbursements

**Table 4: The Country Programme and its original projects/sub projects and budget (USD)**

Project Title	SAP ID	Project code	One Fund	UNIDO Core	Non-Core	Total
Coordination of UNDAP implementation	107142 and 100304	YA/URT/11/003		220,000		220,000
		YA/URT/12/004				
Industrial Policy Policy Capacity Building in URT	100348	YA/URT/11/C03	700,000	50,000		50,000
		FB/URT/11/A04				700,000
SME Policy Review	120288	FB/URT/11/K04				
Industrial Statistics Project	109028	FB/URT/11/B04	500,000			500,000
Investment Promotion Programme	102208	FB/URT/11/C04	1,000,000			1,000,000
3ADI	101185	YA/URT/12/B04		50,000	300,000	350,000
		YA/URT/11/A03				
		US/URT/11/A02				
		FB/URT/11/D04				
3ADI – Red Meat and Cashew nut	101171	FB/URT/11/E04	2,950,000			2,950,000
3ADI - leather	100228	FB/URT/11/F04				
IUMP	102175	Ya 2014			1,400,000	1,400,000
		YA/URT/12/C04				
		FB/URT/11/G04				
BIC	102209	FB/URT/11/H04	600,000			600,000
TCB	100028	FB/URT/11/J04	300,000			300,000
Renewable Energy for Rural Productivity	103176	FB/URT/11/A05	500,000			500,000
Cleaner Production for Green Industry	100165	FB/URT/11/B05	800,000	200,000	1,800,000	2,800,000
	104180	FB/URT/11/C05				
<b>Total</b>			<b>8,850,000</b>	<b>520,000</b>	<b>3,500,000</b>	<b>12,870,000</b>

**Table 5: Budget/additional funding that became available for CP implementation (USD)**

Project/sub projects	SAP ID	Project Code	Funding by Sources						Total
			UNIDO Core	Non Core	One Fund <sup>2</sup>	SIDA-EG	SIDA-JPYE	DRF-F	
Coordination of Interventions under the EG-PWG of UNDP	107142	FB/URT/11/004			458,863	79,458			538,321
Industrial Policy Capacity Building in URT	100348	FB/URT/11/A04				135,514	71,963		207,477
Industrial Statistics Capacity Building in URT	109028	FB/URT/11/B04				134,580	76,542		211,122
Tanzania National System of Innovation	120302	New		117,840					117,840
Investment Promotion (including SPX)	102208	FB/URT/11/C04				93,458			93,458
VCD/3ADI - Red meat and Cashew nut	101171	FB/URT/11/E04				204,264			204,264
VCD/3ADI - Leather	100228	FB/URT/11/FO4				37,383	242,991	172,550	452,924
Industrial Upgrading and Modernization	102175	FB/URT/11/G04				93,458	245,496		338,954
Tanzania UN Trade Cluster – SECO	120104	New		610,000					610,000
Entrepreneurship Education	120576	YA/URT/11/006	34,452						34,452
		FB/URT/12/L04			33,645				33,645
Enhancing Youth Employability in URT	150054	New					559,000		559,000
Coordination of Interventions under the EE-PWG of UNDP	100304	FB/URT/11/005			56,179				56,179
Renewable Energy for Rural Productivity	103176	YA/URT/11/B03	7,176						7,176
		US/URT/11/B02		20,000					20,000
Small Hydropower Mini Grids to Augment Rural Electrification in TZ	100261	GF/URT/12/001		3,350,000					3,350,000
		YA/URT/12/002	41,659						41,659
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	TE/URT/12/008		53,241					53,241
		TE/URT/12/009		53,241					53,241
		GF/URT/12/009		50,000					50,000
	140077	New		5,277,000					5,277,000
Cleaner Integral Utilization of Sisal Waste for Biogas and Fertilizer	120218	YA/URT/12/003	20,772						20,772
		XP/URT/12/005		33,814					33,814
HCFC Phase out Management Plan (Stage 1 first tranche)	120494	MP/URT/12/006		50,000					50,000
Review and Update of the National Implementation Plan for the Stockholm Convention	100127	GF/URT/12/007		210,000					210,000
<b>Total</b>			<b>104,059</b>	<b>9,825,136</b>	<b>548,687</b>	<b>778,115</b>	<b>1,195,992</b>	<b>172,550</b>	<b>12,624,539</b>

<sup>2</sup> One fund allocation to the shown projects was a relocation of the original One Fund budget; they were not new (additional) funding.

**Table 6: Budgets / Expenditures for projects/sub projects composing the CP, by thematic priority, as of March, 2016 (USD) <sup>3</sup>**

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
<b>GC 1: Creating Shared Prosperity</b>							
VCD/3ADI - Leather	100228	FB/URT/11/F04	816,059	632,277	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
VCD/3ADI - Red meat and Cashew nut	101171	FB/URT/11/E04	1,291,174	1,086,950	do	do	Operational
Coordination of interventions under the EG-PWG of UNDAP	107142	YA/URT/11/003	591,273	510,283	One UN Fund/ Regular Fund	Operational Budget UN funds, excluding UNDP Special Resources for Africa (SRA)	Operational
		YA/URT/12/004					
		FB/URT/11/004					
3ADI PPP platform - promotion of innovative public private partnership	120113		820,487	432,577	Japan	Trust Funds Operational Budget	Operational
Enhancing Youth Employability and Entrepreneurship in Tanzania	150054	New	559,000	323,959	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
VCD/3ADI	101185	YA/URT/12/B04	333,917	367,720	One UN Fund/ Regular Fund	Operational Budget UN funds, excluding UNDP Special Resources for Africa (SRA)	Completed
		YA/URT/11/A03					
		US/URT/11/A02					
		FB/URT/11/D04					
Entrepreneurship Education	120576	YA/URT/11/006	33,645	18,268	One UN Fund	Operational Budget UN funds, excluding UNDP	Completed
		FB/URT/12/L04					
			<b>4,445,555.00</b>	<b>3,372,034.00</b>			
<b>GC 2: Advancing Economic Competitiveness</b>							
Trade Capacity Building <sup>4</sup>	100028	FB/URT/11/J04	230,240	193,388	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Industrial Upgrading and Modernization Project in	102175	YA 2014	1,861,135	1,662,136	One UN Fund/ Regular Fund	Operational Budget / UN funds, excluding UNDP	Operational
		YA/URT/12/C04					

<sup>3</sup> Source: Open Data Platform beta, UNIDO, 11 March 2016

<sup>4</sup> Institutional Support for Better Service Delivery to enhance enterprise access to markets and export

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
Tanzania		FB/URT/11/G04			Regular Fund	Special Resources for Africa (SRA)	
Investment Promotion (including SPX) <sup>5</sup>	102208	FB/URT/11/C04	415,684	376,247	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Business Information Centers Development	102209	FB/URT/11/H04	239,756	215,429	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Tanzania UN Trade Cluster – SECO	120104	New	610,000	181,878	Switzerland	Trust Funds Operational Budget	Operational
SME Policy Review	120288	FB/URT/11/K04	117,757	84,102	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
			<b>3,474,572.00</b>	<b>2,713,180.00</b>			
<b>GC 3: Safeguarding the Environment</b>							
Small Hydropower Mini Grids to Augment Rural electrification in Tanzania	100261	GF/URT/12/001	3,395,368	3,080,600	Global Environment Facility / Regular Budget / Regular Programme of Technical Cooperation	Operational Budget Global Environment Facility Special Resources for Africa (SRA) Regular Programme of Technical Cooperation	Operational
		YA/URT/12/002					
Coordination of interventions under the EE-PWG of UNDP	100304	FB/URT/11/005	56,180	37,453	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Renewable Energy for Rural Productivity <sup>6</sup>	103176	YA/URT/11/B03	439,126	422,086	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
		US/URT/11/B02					
		FB/URT/11/A05					
Capacity Strengthening and Technical Assistance for the Implementation of SC National Implementation Plans (NIPs) in African Least	104063		1,543,339	1,216,902	Global Environment Facility / Regular Budget	Operational Budget Global Environment Facility Special Resources for Africa (SRA)	Operational

<sup>5</sup> Investment Monitoring Platform and Subcontracting and Partnership Exchange Centre (SPX) in Tanzania

<sup>6</sup> Country Framework of support to United Nations Development Assistance Plan 2011-2015: Environment and Climate Change - Tanzania

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
Developed Countries (LDCs) of the SADC Sub-Region							
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	TE/URT/12/008	5,277,000	123,639	Global Environment Facility	Global Environment Facility Operational Budget	Operational
		TE/URT/12/009					
		GF/URT/12/009					
140077	New						
Promotion of Bio-Ethanol as Alternative Fuel for Cooking in the United Republic of Tanzania	150208		100,000	76,095	Global Environment Facility	Global Environment Facility Operational Budget	Operational
Review and Update of the National Implementation Plan for the Stockholm Convention <sup>7</sup>	100127	GF/URT/12/007	210,000	197,190	Global Environment Facility	Global Environment Facility Operational Budget	Completed
Cleaner Production for Green Industry	100165	FB/URT/11/B05	165,524	168,077	ONE UN FUND	Operational Budget UN funds, excluding UNDP	Completed
Cleaner Production for Green Industry (waste management)	104180	FB/URT/11/C05	170,785	149,815	ONE UN FUND	Operational Budget UN funds, excluding UNDP	Completed
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	TE/URT/12/008	101,959	93,355	Global Environment Facility / Trust Fund for Renewable Energy for Productive Activities	Operational Budget Global Environment Facility EURO Trust Funds	Completed
		TE/URT/12/009					
		GF/URT/12/009					
140077	New						
			<b>11,459,281.00</b>	<b>5,565,212.00</b>			

<sup>7</sup> Enabling activities to review and update the national implementation plan for the Stockholm Convention on persistent organic pollutants (POPs)



Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
<b>Others</b>							
Industrial Policy Capacity Building in URT	100348	YA/URT/11/C03	583,552	430,991	ONE UN FUND / Regular Budget	Operational Budget UN funds, excluding UNDP Regular Budget Special Resources for Africa (SRA)	Operational
Country Framework of Support to UNDAP 2011-2015 – Economic growth	109028	FB/URT/11/A04	586,529	443,838	ONE UN FUND	Operational Budget UN funds, excluding UNDP Regular Budget	Operational
Tanzania National System of Innovation	120302	New	232,343	187,893	Regular Budget	Special Resources for Africa (SRA)	Operational
Field Operations Support	107035		343,538	343,538	Italy	Trust Funds Operational Budget	Completed
			1,745,962.00	1,406,260.00			

**ANNEX 2. Job Descriptions for the evaluation team members**



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

Title	Senior International Evaluation Consultant
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam, Tanzania. Others to be determined
Start of Contract (EOD)	May, 2016
End of Contract (COB)	September, 2016
Number of Working Days	35 days

**Organizational Context**

The Senior International Evaluation Consultant will carry out the evaluation of the Country Programme in Tanzania according to the Terms of Reference attached. She/he will act as evaluation team leader. She/he will be responsible for the TC related parts of the evaluation and preparing the inception report, a draft evaluation report, and final draft evaluation report, according to the standards of ODG/EVQ/IEV.

**Project Context**

As described in the Evaluation ToR.

**Main Duties**

The Senior International Evaluation Consultant is expected to conduct the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDAP, evaluation reports and self-evaluation reports	An inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	6	Home base
Prepare an inception report containing findings of desk review, evaluation methodology and drafts of the evaluation tools and mission plan, and preparing the report outline/structure			
Visit UNIDO Headquarters for briefing and discussing the inception report to agree on subsequent evaluation activities. To also meet staff from the Africa Bureau, Project Managers/Allotment Holders and other key staff.	Key issues of evaluation identified; Scope of evaluation clarified;	3	Vienna, Austria

<b>Main Duties</b>	<b>Concrete measurable output(s) to be achieved</b>	<b>Expected duration (days)</b>	<b>Location</b>
Undertake field mission to Tanzania to brief the national consultant on the evaluation (including a possible testing of evaluation tools) and conducting field visits, interviews, observations, drafting the main conclusions and recommendations on the findings, and presenting them to key stakeholders in the field	Information collected; preliminary findings, conclusions and recommendations presented to key stakeholders in the field, and mission report prepared	14	DSM, with in-country travels in Tanzania
Carrying out a detailed analysis of findings from the field and collecting additional information by emails or telephone communications to prepare a draft report	Draft report.	7	Home base
Presenting the draft report (findings, recommendations and conclusions) to the stakeholders at UNIDO Headquarters. Obtain additional inputs for finalization of the evaluation report	Feedback from relevant staff at UNIDO HQ. on the draft report	1	Vienna, Austria
Integrating feedback from UNIDO and stakeholders in the draft report, including editing the language and form of the final version according to UNIDO standards	Final draft report	3	Home based
Preparing an evaluation brief	Evaluation brief	1	Home base
<b>Total<sup>8</sup></b>		<b>35</b>	

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

#### ***Managerial competencies (as applicable):***

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

<sup>8</sup> The days will be adjusted to accommodate 5 days estimated for international travel.

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

Advanced university degree in economics, development studies or other relevant fields;

### **Technical and Functional Experience**

- Minimum 10 years of professional experience in project evaluation;
- Extensive knowledge and experience in the field of energy and environment, industrial, agro-industry and SME development as well as private sector development;
- Extensive experience in evaluation and supervision of evaluation teams;
- Knowledge of UNIDO activities will be an asset;
- Working experience in Tanzania will be an asset.

### **Language:**

Fluency in written and spoken English is required.

### **Impartiality:**

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 staff responsible for the programme before the completion of her/his contract for this evaluation.



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

Title	International Evaluation Consultant – Evaluation Team member
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam, Tanzania. Others to be determined
Start of Contract (EOD)	May, 2016
End of Contract (COB)	September, 2016
Number of Working Days	30 days

**Organizational Context**

The International Evaluation Consultant will carry out the evaluation of the Country Programme in Tanzania according to its Terms of Reference. She/he will act as evaluation team member under the leadership of the Evaluation Team leader.

**Project Context**

As described in the Evaluation ToR.

**Main Duties**

The International Evaluation Consultant is expected to conduct the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
As assigned by the evaluation team leader, conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDP, evaluation reports and self-evaluation reports	Inputs to the inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	5	Home base
Briefing mission to Vienna: Visit UNIDO Headquarters for briefing and discussing the inception report to agree on subsequent evaluation activities. To also meet staff from the Africa Bureau, Project Managers/Allotment Holders and other key staff.	Key issues of evaluation identified; Scope of evaluation clarified;	3	Vienna, Austria
Undertake field mission to Tanzania to brief the national consultant on the evaluation (including a possible testing of evaluation tools) and conducting	Information collected; preliminary findings,	12	DSM, with in-country travels in Tanzania

<b>Main Duties</b>	<b>Concrete measurable output(s) to be achieved</b>	<b>Expected duration (days)</b>	<b>Location</b>
field visits, interviews, observations, drafting the main conclusions and recommendations on the findings, and presenting them to key stakeholders in the field	conclusions and recommendations presented to key stakeholders in the field, and mission report prepared		
Carrying out a detailed analysis of findings from the field and collecting additional information by emails or telephone communications to prepare a draft report	Inputs to the Draft report.	5	Home base
Presenting the draft report (findings, recommendations and conclusions) to the stakeholders at UNIDO Headquarters. Obtain additional inputs for finalization of the evaluation report	Feedback from relevant staff at UNIDO HQ. on the draft report	1	Vienna, Austria
Integrating feedback from UNIDO and stakeholders in the draft report, including editing the language and form of the final version according to UNIDO standards	Inputs to the Final draft report	4	Home based
<b>Total<sup>9</sup></b>		<b>30</b>	

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

#### ***Managerial competencies (as applicable):***

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

### **MINIMUM ORGANIZATIONAL REQUIREMENTS**

#### **Education:**

Advanced university degree in economics, development studies or other relevant fields;

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<sup>9</sup> The days will be adjusted to accommodate 5 days estimated for international travel.

**Technical and Functional Experience**

- Minimum 10 years of professional experience in project evaluation;
- Extensive knowledge and experience in the field of energy and environment, industrial, agro-industry and SME development as well as private sector development;
- Extensive experience in evaluation and supervision of evaluation teams;
- Knowledge of UNIDO activities will be an asset;
- Working experience in Tanzania will be an asset.

**Language:**

Fluency in written and spoken English is required.

**Impartiality:**

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 staff responsible for the programme before the completion of her/his contract for this evaluation.





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

Title	National Consultant
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam and other places to be determined in Tanzania
Start of Contract (EOD)	May, 2016
End of Contract (COB)	September, 2016
Number of Working Days	25 days

**Duties:**

As a member of the evaluation team and under the supervision of the evaluation team leader, the consultant will participate in the independent country evaluation in Tanzania according to the Terms of Reference attached. In particular, he/she will be expected to the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDP, evaluation reports and self-evaluation reports	An inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	6	Home base
Assist in preparation of the inception report containing findings of desk review, evaluation methodology and drafts of the evaluation tools and mission plan, and preparing the report outline/structure			
Participate actively in meetings, visits and interviews according to the evaluation programme  Participate in drafting the main conclusions and recommendations, and presenting them to stakeholders in the field under guidance of the team leader	Information collected; preliminary findings, conclusions and recommendations presented to key stakeholders in the field, and mission report prepared	12	Dar-es-Salaam and other places to be identified around Tanzania
Participate in detailed analysis of findings from the field and collecting additional information (by telephone, emails, or physical visits) and preparing a draft report, based on guidance of the team leader	Draft report.	7	Home base
<b>Total</b>		25	

## **REQUIRED COMPETENCIES**

### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

### ***Managerial competencies (as applicable):***

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education**

An advanced University graduate in Economics, Development Studies, Business Studies or any related field.

### **Technical and Functional Experience:**

- A minimum of five years professional experience, including evaluation of technical cooperation projects/programmes in developing countries.
- knowledge of Tanzania's industrial development situation, institutions and programmes;
- Knowledge of private sector development issues;
- working experience with international organizations will be an asset;

### **Languages:**

Fluency in written and spoken English is required. Working knowledge of Kiswahili is an advantage.

### **Impartiality:**

According to UNIDO rules, the consultant must not have been involved in the preparation, implementation, supervision or coordination of and/or benefitted from the CP and projects subject to this 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 staff responsible for the programme before the completion of her/his contract for this evaluation.

### **ANNEX 3. Proposed Table of Contents for the evaluation report**

#### **Executive summary**

- Be self-explanatory, with a length of 3-4 pages;
- Consist a synopsis of the storyline which includes the main evaluation findings and recommendations;
- Should present the strengths and weaknesses of the CP.

#### **I. Evaluation objectives, methodology and process**

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed;
- Information sources and availability of information;
- Methodological remarks, limitations encountered and validity of the findings.

#### **II. Background on the country and the Country Programme**

- Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the programme.
- Sector-specific issues of concern to the CP and important developments during the CP implementation period.
- Programme summary:
  - Brief description of the history of UNIDO in Tanzania including the previous cooperation frameworks;
  - Fact sheet of the CP including the projects/sub projects composing it, the objectives of the projects/sub projects, the organizational and operational structure of the CP, the financial mobilization and management of the CP, and participation of the counterparts, partners and beneficiaries in the planning and implementation of the CP;
  - Relevance of the CP in light of government development objectives and alignment to initiatives of government, other development partners and the private sector;
  - Implementation arrangements and modalities including institutions involved and major challenges to implementation if the CP.

#### **III. Assessment**

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR. Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Relevance (Report on the relevance of programme towards the country and beneficiaries);
- B. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance);
- C. Sustainability of Programme Outcomes (Report on the risks and vulnerability of the programme, considering the likely effects of sociopolitical and institutional changes in partner country, and its impact on continuation of benefits after the programme ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks);
- D. Programme coordination and management (Report programme management conditions and achievements, and partner country's commitment);

#### **IV. Lessons Learned, Conclusions, and Recommendations**

This chapter can be divided into three sections:

##### **A. Lessons Learned**

- Lessons learned must be of wider applicability beyond the evaluated CP but must be based on findings and conclusions of the evaluation;
- For each lesson the context from which they are derived should be briefly stated

##### **B. Conclusions**

This section should include a storyline of the main evaluation conclusions related to the CP's achievements and shortfalls. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

##### **C. Recommendations**

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings and in good practices;
- be realistic and feasible within a project context;
- indicate institution(s) responsible for implementation, with a proposed timeline for implementation if possible;
- take resource requirements into account including number and capacities of available staff (or recommending new positions as may be necessary) and partners with an aim to contributing to enhancing the effectiveness of the five year plan currently being formulated;
- be addressed to specific stakeholder e.g. UNIDO, Government and/or Counterpart Organizations, and donors/development partners.

##### **Annexes**

Should include but not limited to the evaluation TOR, list of interviewees, documents reviewed, a summary of projects and financial data, and other detailed quantitative information.

#### ANNEX 4. Checklist on evaluation report quality

Report quality criteria	ODG/EVQ/IEV Assessment notes	Rating
a. Did the report present an assessment of relevant outcomes and achievement of programme objectives?		
b. Were the report consistent and the evidence complete and convincing?		
c. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
d. Did the evidence presented support the lessons and recommendations?		
e. Did the report include the actual programme costs (total and per activity)?		
f. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
g. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?		
h. Was the report well written? (Clear language and correct grammar)		
i. Were all evaluation aspects specified in the TOR adequately addressed?		
j. Was the report delivered in a timely manner?		

Rating system for quality of evaluation reports

A number rating 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.

## **ANNEX 5. Preliminary list of relevant reading materials**

### **Background reading for relevance chapter**

- The Tanzania Development Vision 2025
- The Zanzibar Vision 2020
- National Strategy for Growth and Reduction of Poverty (MKUKUTA I and II)
- Zanzibar Strategy for Growth and Poverty Reduction (MKUZA I and II)
- Tanzania Long-term Perspective Plan
- Five Year Development Plan 2011/12-2015/16
- Joint Assistance Strategy for the United Republic of Tanzania (2007-1010)
- UNIDO Medium-term programme framework 2010-2013

### **UNIDO project and programme documents**

- Reports concerning various projects/sub projects implemented within or with relation to the CP;
- The Country Programme of Technical Cooperation With the United Republic of Tanzania 2011-2015;

### **One UN documents**

- The United National Development Assistance Plan (UNDA) (2011-2015)
- UNDAP Annual Work-plans available from the UNDAP Results Monitoring System (RMS);
- UNDAP Annual and Semi Annual Reports
- Final Report - Evaluation of Tanzania UNDAP 2011-2016;
- Any other materials produced in relation to the CP.

### **Relevant UNIDO evaluation reports**

- Independent UNIDO Country Evaluation Report, 2010
- A mid-term review of the Small Hydropower Mini Grids to Augment Rural Electrification in Tanzania project was conducted in January 2015.
- Mid-Term Independent Evaluation Of The Tanzania Industrial Upgrading and Modernization Programme (TIUMP)

### **Evaluation information**

- UNIDO Evaluation Policy (May 2015, superseding that of May 2006)
- DAC Evaluation Quality Standards (2006)
- DAC Glossary of Key Terms in Evaluation and Results Based Management (2002)

### **Interesting Websites**

- <http://www.tanzania.go.tz/>
- <http://www.tanzania.go.tz/vision.htm>
- <http://www.africaneconomicoutlook.org/en/countries/east-africa/tanzania/#/overview>
- <http://www.povertymonitoring.go.tz/index.asp>
- <http://www.untanzania.org/>
- <http://www.unido.org/index.php?id=5028>
- <http://www.tzdpg.or.tz/>
- <http://coast.iwlearn.org/countries/tanzania/>
- <http://www.one.un.tz.org>

## **ANNEX 6. UNIDO Evaluation Inception Report – Standard format**

### **Introduction**

The signing of the contract between UNIDO and the evaluation consultant is followed by an inception phase where the evaluation team reviews project/programme documents, analyses the TOR, and develops a detailed proposal for the conduct of the evaluation. The results are laid down in an inception report that is submitted to UNIDO for review and approval. The continuation of the evaluation process is conditional on UNIDO's approval of the report.

Through discussions about the inception report UNIDO and the evaluation team get an early opportunity to reach a closer understanding of the purpose of evaluation and of what the evaluation can realistically be expected to achieve in terms of information. It is important that basic questions about the why, the what, and the how of the evaluation are clarified between the parties as early as possible. The inception report may be presented and discussed in an inception meeting with UNIDO and partner stakeholders. It is quite normal for an inception report to be revised in response to comments. Finalized and approved, the inception report becomes a key reference document.

The scope and design of the inception report depend to some extent on what has already been decided through the evaluation TOR. Indications about this are given in the TOR. Normally, however, the inception report should cover the items included in the standard format below.

The terminology of the inception report should be that of the OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management ([www.oecd.org](http://www.oecd.org)). Any deviation from this terminology should be signaled in the text and explained.

## Table of Contents

1. Summary introduction
2. Work completed
3. Project/programme description
4. Previous evaluations and reviews
5. Assessment of evaluation issues and questions
6. Evaluation methodology
7. Work plan
8. Logistics
9. Annexes

### 1. Summary introduction

Summary of the following elements of the TOR for the evaluation:

- Evaluation rationale and purpose. Question: Why an evaluation of this project/programme at this point in time?
- Intended use and users. Question: Who are the intended users and what are their information needs?
- Key evaluation issues. Question: What are the key issues and questions identified in the TOR?

### 2. Work completed

- Summary of work completed by the evaluation team since beginning of the assignment, with lists of documents reviewed and persons interviewed in annexes.
- Summary of key findings and conclusions from the desk review and interviews, including recommendations regarding possible modifications of the evaluation issues outlined in the TOR
- Comment on accessibility and availability of sources of information (persons and documents) during the inception phase

### 3. Programme/Project description

A description of the project/programme with an attached intervention logic model or result chain is a basic component of the inception report. A theory of change model will be proposed at the level of thematic priorities.

The following are standard elements of a project/programme description:

- Needs addressed by the project/programme.
- Project/programme beneficiaries
- Expected outputs, outcomes, and impact
- Indicators for the above
- Project/programme activities and resources
- Influencing contextual factors, risks and assumptions
- Links to other projects/programmes
- Project/programme maturity
- Project/programme M&E



With a logic model at hand misunderstandings about project/programme design and objectives are easily identified and corrected. The logic model also greatly facilitates the identification and analysis of key evaluation issues. If a logic model is already available in the TOR or the project documents, the evaluators should assess its validity. If there is no logic model in the documents, they should construct one and also validate it. The method applied in the validation of the logic model should be described (e.g. stakeholder interviews or surveys). Table 1 proposes a suitable logic model format.

**Table 1. Project/Programme log frame**

Results hierarchy	Performance indicators	Baseline	Target	Assumptions and risks
MDG or UNDAF-level goal to which the project/programme is intended to contribute,				
Intended impact: The higher order objective to which the project/programme is intended to contribute	Measures of intended impact on behavior, systems, and development conditions	Impact indicator values at project/programme inception	Expected impact indicator values at project/programme completion	Assumptions that must be valid in order for project/programme impact. Risks regarding those assumptions.
Outcome: Direct benefits for the target group brought about through the delivery of outputs	Measures of achievement of intended outcomes	Outcome indicator values at project/programme inception	Expected indicator values at project/programme completion	Assumptions that must be valid in order for outcomes to contribute to realization of impact as expected. Risks that those assumptions do not hold true.
Output. Products and services for which the project/programme is held accountable	Measures of outputs in terms of quantity, quality, and time	Output indicator values at project/programme inception	Planned indicator values at project/programme completion	Assumptions that must be valid in order for outputs to bring about outcomes as expected. Risks that those assumptions do not hold true.
Activities. Necessary and sufficient for producing the project/programme outputs	Measures of activities	Activity measures at project/programme inception	Compliance with established performance standards	Assumption about project/programme implementation processes that must hold true in order for the outputs to be delivered as planned. Risks that those assumptions do not hold true.
Input. Financial, human, and material resources used to produce outputs	Measures of input	Resources at outset	Provisioning according to plan	Assumptions about the provisioning of the project/programme that must be valid in order for the project/programme to be able to produce planned outputs. Risk that assumptions are false.

#### **4. Previous evaluations and reviews**

Previous evaluations and reviews should be scanned for inputs to the assessment and possible revision of the evaluation issues. Evaluation issues have already been defined in the TOR, but these issues are often tentative to some extent, and can be modified during the inception phase in any case. The following are standard questions to be answered by the inception report:

- What were the main findings, conclusions and recommendations of past evaluations and reviews?
- How did UNIDO and partners respond to those studies?
- What do we know about changes in the project/programme in response to previous evaluations and reviews?
- Should the present evaluation revisit any of the issues addressed in earlier studies?

#### **5. Assessment of evaluation issues and questions**

As noted, one of the important tasks of the evaluation team is to review, and, if necessary, suggest revisions or elaborations of the evaluation issues and questions set down in the TOR. The following are the main reasons why the TOR might have to be modified:

- Issues and questions are not formulated clearly enough.
- Issues and questions do not seem to fully match the stated purpose of the evaluation and the information needs of stakeholders. Some of the issues in the TOR might not be essential to the purpose. Relevant issues might have been overlooked.
- Issues and questions cannot be evaluated with sufficient rigor or depth given the budget constraints, time constraints, and data constraints of the evaluation. This is an extremely important point.
- Issues and questions are too general and must be further elaborated or subdivided before they can be subject to research.
- 

The inception report should assess the TOR against these points, and, if required, suggest elaborations and revisions. If the evaluation agenda in the TOR is considered too ambitious given the limitations of time, money, and data, the inception report should suggest a priority ordering of the issues. It must not give the impression that more can be achieved than is likely to be the case.

#### **6. Evaluation methodology**

Developing a methodology for the evaluation is one of the main tasks of the evaluation team during the inception phase. In some cases the TOR may contain specific methodology requirements. For example, the TOR may insist that the evaluation should employ methods that are sensitive to gender differences or methods that are appropriate for eliciting opinions from marginalized or vulnerable groups. In most cases, however, there is only a general prescription that the methods used in the evaluation should be effective, efficient, and well suited to the task. In the inception report the methodology developed in response to this requirement should be carefully described and justified. The following are questions that the report should be able to answer:

- What are the main sources of data for the evaluation?
- What data collection methods will be used? How will they be employed, issue by issue?
- How important is baseline information to the evaluation? How will necessary baseline information be collected?
- How will the quality of the data be assessed? Methods for triangulation?
- How will the validity of the logic model (existing or re-constructed) be assessed?
- What sampling methods will be used by the evaluation? What are the units to be sampled, e.g. project sites to be visited, categories of interviewees and key informants? What is the logic behind the sampling?
- Total number of people included in interviews and surveys?
- How will the evaluation team ensure that the views and experiences of all relevant stakeholder categories (men and women, project/programme staff and project/programme participants, beneficiaries and non-beneficiaries, implementing agencies, funders, etc.) are appropriately included?
- What is the approach to gender mainstreaming and other cross-cutting issues adopted by the team? How have UNIDO's guidance for integrating gender into evaluations been used in the development of the methodology?
- How will data be processed and analyzed?
- How do we know that indicators used in the evaluation are relevant and valid?
- How does the team propose to deal with issues of attribution and contribution? What designs for impact assessment are possible and feasible in the present case? How trustworthy will be the conclusions from the assessment?
- How will findings and interpretations be fed back to the appropriate stakeholders during the evaluation process, and how will the responses of those same stakeholders be incorporated in the analysis?
- What, if any, are the ethical issues likely to be encountered during the evaluation? How will they be addressed?
- What are the main risks that the evaluation will not produce outputs of expected quality?

## **7. Summary Evaluation Framework**

The contents of the previous sections should be summed up in the evaluation framework below. The matrix should include all the main issues covered by the evaluation, questions relating to the issues, indicators and sources of information expected to be used in answering the questions, and all the methods intended to be applied in data collection and analysis. It is important that the questions included in the matrix have been subjected to a preliminary assessment of evaluability. Questions that cannot be answered with sufficient depth or rigor within the constraints of the evaluation should not be included in the matrix. Issues and questions that are not essential for achieving the practical purpose of the evaluation should also be excluded.

The issues and questions in the table below are merely illustrative. Questions concerning relevance, effectiveness, efficiency, etc. are addressed in almost every UNIDO evaluation. Still, each UNIDO evaluation should have its own framework tailored to the information needs of its stakeholders. Thus, in the table below issues and questions should be deleted or added as required.

**Table 2. Evaluation Framework**

Criteria/Issues	Questions	Indicators	Sources of Information	Data Collection /Analysis Methods
Relevance of objectives	Are the objectives of the project/programme consistent with UNIDO policies and strategies?			
	Are the objectives of the project/programme consistent with partner policies and priorities?			
	Are the objectives of the project/programme consistent with target group needs and priorities?			
	How can a possible lack of relevance be explained?			
Effectiveness: Output to Outcome	What have been the positive and negative outcomes in the target area since the beginning of the project/programme?			
	To what extent can these outcomes be attributed to the project/programme?			
	How should failure in bringing about intended outcomes be explained? Were the assumptions underpinning the project/programme not correct?			
Effectiveness: Outcome to Impact	What are the positive developments to which the project/programme is likely to have contributed?			
	What are the actual or possible negative consequences of the project/programme?			
Sustainability of benefits	What is the expected duration of the different project/programme benefits after project/programme completion?			
	How realistic are the assumptions underpinning expectations regarding sustainability?			
	What are the main risks to the expected sustainability of the benefits?			
Efficiency				
Cost-effectiveness (inputs assessed in relation to outcomes)				
UNIDO integration				
Other issues				
Lessons learned				

Note that the indicators registered in the matrix may or may not be the indicators used for the monitoring of project/programme implementation.

## **8. Work plan**

The timetable included in the TOR should be updated with activities and milestones planned and managed by the evaluation team. Team member responsibilities should be indicated for each major activity or event.

## **9. Logistics**

Please specify all assistance needed in addition to the assistance arrangements already listed in the TOR.

## **10. Annexes**

- Evaluation TOR
- Draft data collection instruments: questionnaires, interview guides, etc.
- Lists of documents reviewed and persons interviewed during the inception phase