



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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## **TERMS OF REFERENCE**

**Thematic review:**

**UNIDO Ozone Depleting Substances (ODS) projects under the  
Montreal Protocol (MP) with emphasis on  
countries in the Latin American and Caribbean  
and in the European region**

**SAP ID 150088**

Office of the Director General  
Office for Independent Evaluation (ODG/EVA)

11 May 2015

## I. Background and justification

1. The UNIDO Office for Independent Evaluation (ODG/EVA) has foreseen under its work programme 2014-2015, a **thematic review of a sample of Montreal Protocol (MP) projects with a focus on countries in the Latin American and Caribbean and in the European region**. This review is, inter alia, in line with the provisions stipulated in the individual Agreements signed between governments and the Executive Committee of the Multilateral Fund stating that “The country agrees to evaluations, which might be carried out under the monitoring and evaluation work programmes of the Multilateral Fund or under the evaluation programme of any of the agencies taking part in this Agreement”.

2. It is noted that the thematic review of UNIDO MP projects will be different from the purpose of MP projects evaluations carried out by the Multilateral Fund Secretariat. While the latter focuses on the reduction in emissions of Ozone Depleting Substances (ODS) phase out results with no particular reference to agency-specific issues (such as efficiency of implementation), the UNIDO review will primarily look into:

- Non-ODS effects (not related to the reduction of ODS, i.e. improved enterprise competitiveness and environmental performance, productivity improvements, employment, and at large, inclusive sustainable industrial development (ISID)) and the actual and potential synergies with other UNIDO interventions;
- How the recommendations from the previous review exercise influenced the implementation of UNIDO MP activities and how lessons learned have been translated into action; and
- Whether there are any noticeable differences between the traditional MLF-funded and the rather recent GEF-funded ODS projects and if yes, in how far this requires specific action from UNIDO.

3. During 2008/2009, ODG/EVA carried out a review of a sample of MP projects with a view to learn more about the theory of change applied and the non-ODS effects achieved by MP projects. This review clearly confirmed the existence of important non-ODS effects and showed that MP projects represent an untapped learning potential for UNIDO (e.g. in the field of practical methods for technology transfer).

4. During the 2010/2011 biennium and as part of its work programme, reviews of MP projects were included in the country evaluations.

5. The present review will consider the findings of the 2008/2009 review and of the MP project reviews that formed part of country-level evaluations (and other relevant evaluations that addressed MP activities) and, in particular, lessons learned and recommendations that were addressed by these review exercises.

### Origin and context of UNIDO Montreal Protocol<sup>1</sup>

6. Until about two decades ago, the lack of knowledge about atmospheric chemistry and processes led to a significant depletion of stratospheric ozone levels. Man-made chemicals, especially chlorine and bromine compounds, such as chlorofluorocarbons (CFCs), halons, and a broad range of industrial chemicals attack the ozone layer and are recognized as ozone depleting substances (ODS). Moreover, by enhancing the process of climate change they disturb food chains and so have an effect on agriculture, fisheries and biological diversity. Without the Montreal Protocol

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<sup>1</sup> <http://www.unido.org/montreal-protocol.html>

the levels of ozone-depleting substances would have been five times higher than they are today, and surface ultraviolet-B radiation levels would have doubled at mid-latitudes in the northern hemisphere. On current estimates the CFC concentration in the ozone layer is expected to decline to pre-1980 levels by 2050.

7. The activities carried out by UNIDO are primarily concerned with the issue of eliminating ODS. However, the activities also enable the industries concerned to achieve increased productivity and an improved economic performance in terms of lower operating costs, less maintenance and higher product quality and reliability. The UNIDO Montreal Protocol-related activities include:

- Phasing-out of methyl-bromide, which is used for soil fumigation and post-harvest protection treatment, thereby contributing to a better development of the food processing industry through the use of safer raw materials;
- Conversion of technologies used by refrigerator manufacturers, which enables them to produce more efficient appliances and achieve energy reductions at national levels consistent with UNIDO's approach to industrial energy efficiency;
- Identification and application of non-ODS production technologies consistent with the objective of the service module for investment and technology promotion to bring advanced and more appropriate technologies to the marketplace;
- Assistance to local authorities in institutional strengthening for the preparation of regulations, codes of good production and maintenance practices, environmental protection, and occupational health and work place safety, which is consistent with UNIDO's goal to strengthen the legal and regulatory framework for conformity; and
- Provision of capacity building services to strengthen SMEs, which is consistent with UNIDO's goal to assist developing countries in providing an enabling environment for the growth of the private sector.

#### The objectives of UNIDO MP initiatives

8. There is a need to phase out the production and consumption of ODSs, which lead to a continuing degradation of human health and the natural environment. The Vienna Convention and the Montreal Protocol provide a response to that need. This programme component assists the Governments of developing countries that are signatories to the Montreal Protocol to comply with its requirements through projects financed by the Multilateral Fund of the Protocol.

9. In 2013, UNIDO was ranked the top implementing agency of the Multilateral Fund for the Implementation of the Montreal Protocol, with a historically high score of 100 out of 100 points. UNIDO is currently providing assistance to nearly 80 countries through Montreal Protocol projects, funded by the Multilateral Fund of the Montreal Protocol and bilateral agencies.<sup>2</sup>

10. The first control measure of the Montreal Protocol, which was to freeze hydrochloro-fluorocarbon (HCFC) consumption at baseline level by 2013, has been met without any reports of non-compliance. The next target as per HCFC phase-out management plans (HPMPs) is a 10 per cent consumption reduction to be met by the beginning of 2015 to enable concerned countries to comply with their obligations under the Montreal Protocol. The different tranches of the HPMPs account for more than half

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<sup>2</sup> UNIDO. (2013). UNIDO activities related to the environment. Report by the Director General (GC.15/6, 13 September 2013)

of all ongoing UNIDO projects. UNIDO implements HPMPs and activities in a number of countries, inter alia, in the the Latin American and Caribbean (LAC) and in the European regions.

11. As per UNIDO Programme and Budgets 2012 – 2013, Programme Component C.3 – Environment and Energy, UNIDO is to “... provide assistance to developing countries in implementing multilateral environmental agreements, such as the Montreal Protocol of the Vienna Convention with regard to the phasing-out of the production and consumption of ozone-depleting substances (ODS)”<sup>3</sup>.

Table 1 – Expected country-level outcomes<sup>4</sup>

<b>Policy outcome</b>	<b>Performance indicators<sup>5</sup></b>	<b>Sources of verification</b>
Industrial sustainability policies and practices: Industrial policies, plans and regulations internalize environmental considerations and the sustainable use of goods and services.	<ul style="list-style-type: none"> <li>• Industrial policies define verifiable environmental objectives and comply with multilateral environmental conventions, protocols and agreements.</li> <li>• Legislation and enforcement mechanisms ensure compliance with environmental agreements.</li> <li>• Policies and regulations provide incentives for sustainability.</li> <li>• Energy policies give priority to energy efficiency and access to clean energy for productive energy use.</li> </ul>	Company records and statistics Data reports of relevant Government agencies UNIDO annual Business Plan and progress and financial report Project Completion Reports
<b>Institutional outcome</b>	<b>Performance indicators<sup>6</sup></b>	
Green industry support services: Public and private institutions support industry in complying with environmental agreements and provide services to mitigate negative industrial externalities and adapt to climate change.	Support organizations serve increased numbers and types of enterprises <ul style="list-style-type: none"> <li>• Environmental and other enterprise support services delivered in integrated manner.</li> <li>• Enterprises have increased access to clean energy.</li> <li>• Enterprises demonstrate increased energy efficiency.</li> <li>• Enterprises have adopted ODS-free technologies.</li> <li>• National institutions are effectively implementing international environmental agreements.</li> </ul>	

12. While primarily concerned with the issue of eliminating ODSs, it is assumed that the activities carried out by UNIDO in the area of MP also enable the industries concerned to achieve increased productivity and an improved economic performance in terms of lower operating costs, less maintenance and higher product quality and reliability. Likewise, MP projects also have a potential to make contributions to generating employment, both by sustaining existing jobs and creating new ones.

<sup>3</sup> UNIDO. (2011). Programme and budgets 2012-2013. Revised proposals of the Director-General (IDB39/13/Rev.1, 2 June 2011)

<sup>4</sup> ibid

<sup>5</sup> Based on regular assessments and reporting in legislative documents, including in the Annual Report.

<sup>6</sup> ibid

## **II. Objectives and scope of the review**

13. The present thematic review will focus primarily on non-ODS effects and the actual and potential synergies with other UNIDO interventions and the design and implementation of technical assistance activities mainly in the area of ODS phase out with emphasis on countries in the Latin American and Caribbean and in the European regions.

14. Projects of the Montreal Protocol are subject to specific evaluation procedures defined by the Multilateral Fund and UNIDO interventions are covered by evaluations carried out by the MP Secretariat. However, since all projects implemented by UNIDO fall under the Organization's responsibility and the MP projects encompass a large part of UNIDO's technical assistance portfolio, it is vital to capture lessons learned and best practices for the purpose of organizational learning.

15. Furthermore, it is important for UNIDO to access systematically information about results and outcomes in line with its results based management (RBM) policy and implementation strategy and to convey this information to various stakeholders.

16. The purpose of this review will be to extract lessons learned, information on UNIDO's contribution to development results and impact and other strategic information.

### UNIDO's phase-out programmes in Latin America and the Caribbean (LAC)

17. In the LAC region, UNIDO has continued to assist countries in reaching their compliance targets under the MP and to implement Management plans and other phase-out activities with the objective to adopt clean and environmentally sustainable processes and technologies. Thus, reducing the use/production of ODS and carbon dioxide (CO<sub>2</sub>) emissions and meeting the expected policy and institutional level outcomes agreed by the individual country.

18. Overall, UNIDO has completed nearly 70 projects in eight different Central and South American countries to eliminate the use of CFCs in domestic and commercial refrigerators. Currently, UNIDO is engaged in the implementation of HCFC phase-out management plans in eight countries in the region, namely Argentina, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Suriname and Venezuela.

19. UNIDO has also always cultivated a strong relationship with Caribbean countries and completed over 15 Montreal Protocol projects, including in Cuba and in the Dominican Republic to phase out of use of methyl bromide. UNIDO is currently responsible for the implementation of the HCFC Phase-out Management Plans in Bahamas, Saint Lucia and Saint Vincent and the Grenadines.

### Europe regional

20. UNIDO's work in fifteen countries of the region covers the whole palette of activities to phase out ODSs according to the schedule of the Montreal Protocol. Over the last decades, several projects have been implemented to eliminate CFCs and halons and to phase-out methyl bromide, methyl chloroform and HCFCs.

21. In the region, UNIDO currently implements HCFC Phase-out Management Plans in seven countries (i.e., Albania, Bosnia and Herzegovina, Croatia, Montenegro, Serbia, Turkey, The Former Yugoslav Republic of Macedonia).

22. These efforts have always been completed with institutional strengthening, trainings and awareness raising activities. Besides the country specific programmes, UNIDO has also been implementing regional projects. One of such projects targeted the replacement of CFCs in centrifugal chillers in Croatia, Macedonia, Montenegro, Romania and Serbia; another regional activity related to the formulation of a strategy for the disposal and destruction of ODSs with a bilateral component in the Czech Republic, in Bosnia and Herzegovina, and in Croatia, Montenegro and Turkmenistan.

23. The European region is a good example of the cooperation between UNIDO and the Global Environment Facility (GEF). With the financial support of GEF two projects are being implemented in the Russian Federation that aim at the phase-out of CFC consumption in the manufacture of aerosol metered dose inhalers and at the phase-out of HCFCs and the promotion of HCFC-free energy efficient refrigeration and air-conditioning systems.

### **III. Key review questions**

24. The key evaluation questions are:

*Regarding the design, intervention logic and the underlying theory of change:*

- Is there one or are there several typical intervention logics that are applied to MP projects? How can it/they be described? How do they compare with the GEF ODS projects' intervention logic?
- Is the design of the overall programme and of individual projects consistent with the underlying theory of change?
- What progress has been made towards the development of a suitable scheme for accounting climate benefits from Montreal Protocol-related activities and leveraging financial support from outside the scope of the Multilateral Fund (e.g., combining the phase-out of ODSs and energy efficiency improvements)?

*Regarding the implementation and the results of MP interventions*

- Are individual MP interventions implemented in line with the underlying theory of change?
- What are the effects of MP projects in terms of enterprise competitiveness, productivity, employment, and at large, inclusive sustainable industrial development?
- Can a clear and precise statement be made on part of UNIDO Montreal Protocol in relation to achievements to date to each specific anticipated outcome as noted in project documents?
- What effects did the software for a computerized system connecting customs and NOU databases to which UNIDO provided support in the development have as regards implementation and monitoring of MP activities and beyond?<sup>7</sup> What other effects of MP projects can be commonly observed?

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<sup>7</sup> UNEP. (2013). Final evaluation report of multi-year agreement projects (UNEP/OzL.Pro/ExCom/69/12, 25 March 2013 - <http://www.multilateralfund.org/69/English/1/6912.pdf>)

#### *Regarding the learning processes*

- How are lessons learned from MP projects currently extracted and how can the Organization ensure that lessons learned from MP projects can contribute to organizational learning in the future?
- Is the information on MP interventions and their results sufficient and relevant (M&E) for learning?
- What learning could the Organization take out of the 2008/2009 review? At the time of the 2008/2009 review, it was realized that though projects of the MP are subject to specific evaluation procedures, defined by the Multilateral Fund, UNIDO would need to capture lessons learned and best practices for the purpose of organizational learning, in particular, as MP projects encompass a large part of UNIDO's technical assistance portfolio. The review indicated a high level of results achievement for ODS reduction and also clearly confirmed the existence of important non-ODS effects (e.g., productivity improvements, improved environmental performance of enterprises) and showed that MP projects represent a largely untapped learning potential for UNIDO (e.g., in the field of practical methods for technology transfer). Annex B provides a summary of the feedback received to recommendations issued as part of the 2008/2009 review (source: Management response sheet).

#### **IV. Methodology**

25. During stage one (Desk study and preparation of review) the evaluation consultants will analyze the existing documentation and interview the responsible UNIDO project management teams and solicit views on project management modalities, performance and impact from a wide variety of stakeholders (e.g., various Ministries, Departments, National Ozone Units (NOUs), PMUs, private sector, associations, training institutes, SMEs, FIs), representatives from the Secretariat and will prepare a report with specific conclusions and recommendations on any further issues that need to be tackled during field visits. The consultants will use open-ended and/or structured interviews; observation; focus groups and group discussions as appropriate. The review will consist of four main components:

##### **i. Review of documents and UNIDO staff interviews**

26. The document review will be carried in order to: a) extract information with regard to the results of MP projects, focusing primarily on non-environmental effects at the enterprise level (e.g., productivity); b) compile information that allows to describe the UNIDO programme theory and compare it with those of other organizations involved in ODS phase-out; and to c) prepare individual country desk review reports that are to summarize above findings to feed into the main report of this review. This component will include:

- Review of UNIDO project-related documentation (e.g., project documents, project progress and completion reports, MLF and other ODS phase-out related evaluation and monitoring reports, technical reports from subcontractors), institutional arrangements, bidding procedures and experiences with supplier companies; sustainability of conversion and cross-cutting effects. A generic reference framework on possible project level review parameters is provided under annex A;
- Review of methodological documents, tools and training kits, reference documents and guidelines;
- Analyze the effectiveness of institutional arrangements in facilitating project implementation, including the functionality and feasibility of the collaboration of regional UNIDO offices, National Ozone Units, intergovernmental institutions, other implementing/co-operating agencies;

- Assess the effectiveness of existing monitoring and surveillance systems;
- Review of ODS-related documents of other organizations (incl. UNEP, GEF and World Bank);
- Additional information and clarifications gathered from discussions with members of the UNIDO MP, the MLF Secretariat, implementing agencies and National Ozone Units.
- Preparation of individual country desk review reports to feed into the main review report and for potential use by other evaluation activities

27. With regard to project-related documentation, a representative sample of UNIDO MP projects that were/are implemented in countries of the concerned geographical regions will be drawn during the inception phase of the review and in consultation with concerned colleagues in PTC/ENV.

Main criteria for the selection of projects are:

- Main project categories to be covered (phase-out plans and projects (incl. , investment, umbrella, and institutional projects, and capacity activities);
- Availability of comprehensive information and documentation;
- Availability of MLF evaluation reports.

ii. Development of UNIDO MP programme theory of change

28. Based on the review of documents and discussions with project managers, logical models will be developed to describe the cause-effect linkages by which UNIDO ODS projects intend to achieve their objectives<sup>8</sup>.

29. When developing the programme theory, emphasis will be placed on describing also the non-environmental effects of MP projects, e.g., effects on productivity and economic performance in terms of lower operating costs, less maintenance and higher product quality and reliability, employment generation by sustaining existing jobs and creating new ones, cross-cutting effects.

30. The draft programme theory will be discussed with UNIDO project managers before it is validated through a survey.

iii. Stakeholder survey

31. The survey design will be developed in close cooperation with concerned colleagues who implement MP activities and ODG/EVA in order to ensure that appropriate terminology is used and that survey results are useful for the in-house learning process. Concerned colleagues whose MP activities will form part of the review will provide a list of stakeholders and partners for the selected sample projects.

32. The survey will be carried out for two main purposes:

- Capture non-environmental effects of MP projects and activities
- Validate the UNIDO MP programme theory

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<sup>8</sup> UNIDO, ODG/EVA developed a programme theory for the 2008/2009 review of Montreal Protocol activities. The consultant will take this as a basis for his/her draft of the UNIDO programme theory of change.



#### iv. Regional field visits

33. Due to budgetary constraints only a few countries per region can be visited for case study purposes. During the inception phase of the review, and in close consultation with UNIDO MP staff, a list of countries to be visited will be established.

34. Two evaluation teams will visit a sample comprising of countries in the Latin American and Caribbean and European region. The teams will prepare individual country (case study) reports and the synthesis these reports will feed into the main review report. The main purpose of the field visits is to:

- Collect data and examine issues proposed in the terms of reference
- Consult and analyze additional documents available at the country level and meet various categories of stakeholders
- At the end of the field work the evaluation team will prepare a case study report for each country visited that will feed into the main review report.

### **V. Review team and timing**

#### Review team

Consultants for this evaluation will be selected according to their knowledge of the objectives and functioning of the Multilateral Fund. Work experience is required in environmental sciences with focus on atmospheric sciences, environmental management, law, institutional strengthening, project implementation and a strong knowledge in evaluation of projects and programmes. In addition they should have excellent analytical and writing skills.

The review team will be composed of one senior international expert with strong knowledge of the objectives and functioning of the Multilateral Fund and equally strong experience in the evaluation of technical assistance projects/programmes in this field who will act as team leader; one international expert with strong evaluation experience in the evaluation of technical assistance projects/programmes and knowledge related to MP activities, and staff of UNIDO, ODG/EVA. The tasks of the international experts are specified in the job descriptions attached to these terms of reference (annex D).

UNIDO, ODG/EVA will be responsible for the quality control throughout the review process. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, ensuring that the final report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and its compliance with ODG/EVA reporting standards and these terms of reference.

**Members of the review team must not have been directly involved in the design and/or implementation of a programme/project considered by this review.**

#### Timing

The review is scheduled to take place in the period June to August 2015. The review report will be presented to UNIDO responsible in September 2015. The final review report will be completed in late 2015.

### **VI. Reporting**

The review report should be brief, to the point and easy to understand. It must explain the purpose of the review, exactly 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 learned. The report should provide information on when the review 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.

Evidence, findings, conclusions, recommendations and lessons learned should be presented in a complete and balanced manner. The main review report shall be written in English and follow the structure detailed in annex E.

Review of the draft report: Draft reports submitted to ODG/EVA are shared with the corresponding Programme and Project Officer for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration when preparing the final version of the report.

Quality assessment of the report: All UNIDO evaluations/reviews are subject to a quality assessment by ODG/EVA. Quality assessment criteria are applied and used as a tool for providing structured feedback. The quality of the report will be assessed and rated against the criteria set forth in the checklist on evaluation report quality (annex F).

## **VII. Annexes**

Annex A	Project level review parameters
Annex B	Summary of feedback to recommendations issued as part of the 2008/2009 review (source: Management response sheet)
Annex C	Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014) in European, Latin American and Caribbean, and other regions; and other MP activities
Annex D	Job descriptions
Annex E	Outline of the main review report
Annex F	Checklist on review report quality
Annex G	Reference documents

## Project level review parameters

The following is a generic reference framework to be applied for the assessment of individual technical cooperation projects as part of the review.

### A. Effectiveness and impact: attainment of objectives and planned as well as unplanned results:

The assessment of project results seeks to determine the extent to which project objectives were achieved, or are expected to be achieved, and assess if the project has led to any other positive or negative consequences, in particular as regards non-environmental effects as regards productivity, enterprise competitiveness, and employment.

### B. Assessment of sustainability of project outcomes:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the project funding ends. The review will verify whether information on sustainability of project results can be extracted from project documentation.

### C. Assessment of monitoring and evaluation systems:

- **M&E design.** Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Is the project document and the logical framework useful as a management and M&E tool? Was a baseline study carried out at inception?
- **M&E implementation.** Assessment of the quality of project monitoring and (self-) evaluation, including an assessment of risk management based on the assumptions and risks identified in the project document. Are mandated project reports complete, accurate and with well justified ratings? Has the information provided by the M&E system been used during the project to improve project performance and to adapt to changing needs? Are the main assumptions of the programme theory being monitored?
- **Budgeting and funding for M&E activities.** Have adequate budget provisions been made for M&E and have such resources been made available in a timely fashion during implementation?

### D. Assessment of quality at entry

Was the design consistent with the methodologies, strategies and the overall theory of change of UNIDO MP activities/initiatives?

Were the project's objectives and components clear, practicable and feasible within its timeframe? The review should also assess whether outcomes specified in the project document and/or logical framework are actually outcomes and not outputs or activities.

Were capacities of the executing institutions and counterparts properly considered when the project was designed? Were lessons and recommendations from other relevant project evaluations conducted by the MLFS and/or by co-operating agencies, partners properly incorporated in the design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to implementation? Was availability of counterpart resources (funding, staff, and facilities), passage of enabling legislation, and adequate project management arrangements in place at project entry?

Summary of feedback received to recommendations issued as part of the 2008/2009 review (source: Management response sheet)

## **I. Exploit the learning potential of MP projects**

### **1. UNIDO should more systematically pursue sharing of lessons learned between programs and branches.**

- *Fully accepted. We have started cooperation between branches (Environment-Energy cluster)*
- *Completed. PTC/MPB launched a carbon initiative whereby the Branch called upon PTC/ECC to contribute and a contact group was established.*

### **2. The MP Programme should adopt a systematic approach to compile lessons learned from MP projects (cooperation, technology transfer, institution building, subcontracting, role of UNIDO experts, etc.) and to disseminate this information in the MP Branch and to other UNIDO programmes and relevant stakeholders.**

- *Fully accepted. An International Professional Development Event Linking Chemicals, climate change, carbon markets and Energy management, has taken place in October 2010 for that particular purpose.*
- *Completed. PTC/MPB is also looking into some recently approved projects such as a destruction of obsolete ODS in Mexico whereby technology for destruction of chemicals could be shared with PTC/EMB and the carbon credit with PTC/ECC.*

### **3. The experience of the MP programme, the specific approaches used and the potential linkages with UNIDO's organisational objectives and outcomes should be distilled into a concise programme document. Such a document could be used as a tool for communication with project staff, national stakeholders, new UNIDO MP staff and other UNIDO branches who currently know little about the MP approaches.**

- *Fully accepted. We have issued a number of documents compiling the MP experience during the past, including a manual. We will also produce an updated document on the new developments of the program.*
- *Completed. See comment provided under point 1, above*

## **II. Enhance Synergy & Collaboration within UNIDO and with other stakeholders**

### **4. UNIDO management should formulate a clear strategy to induce cooperation between the MP branch and other UNIDO branches and programmes aiming at synergetic benefits. Also institutional guidelines for intra- and inter-agency cooperation should be prepared.**

- *Fully accepted. The Management strongly supports the coordination of the so called Environment-Energy Cluster. We will develop joint activities in the near future.*
- *Ongoing. See comments provided under points 1 and 2, above*

### **5. The Programme should pursue a culture in which program managers take advantage of the multitude of potential partnerships and collaborative efforts that can be established with international, national and local stakeholders.**

- *Fully accepted. The international event mentioned above has the ambition to look into potential partnerships, particularly at a national level.*
- *Completed. It is also worth for the [evaluation] consultant to note that PTC/MPB has recruited National Programme officers in 11 countries funded by the Branch*

*to contribute to the implementation of MP activities (we have also agreed that they will assist URs in dealing with non-MP activities).*

**6. UNIDO should consider capacitating the Field Offices and enable them to play an important role in pursuing non-ODS effects through local involvement and additional funding. Field Offices could also be instrumental in involving stakeholders and for post-project monitoring of outcome.**

- *Fully accepted. Efforts to integrate the field Office to MP activities have been carried out already since 2009. The new vision of the field should strengthen this integration effort.*
- *Completed. PTC/MPB has already transferred a number of activities to the field and the Branch is ready to do more. It is believed that the process is following its own path.*

**7. Paving the road for increased internal and external cooperation UNIDO MPB should compile good case stories, initiate pilot projects, develop and test tools and approaches for cooperative efforts, and prepare a MPB guideline for cooperation.**

- *We fail to understand this recommendation. What kind of test tools or cooperative efforts are we referring to? Compiling good case studies should be done by professionals outside the Branch*
- *Not completed*

**8. A fast track cooperation mechanism is needed to enable swift establishment of interagency partnerships. This could also allow for co-funding from other donors to cover non-ODS components of more integrated projects and programmes.**

- *We are ready to cooperate with donors on non-ODS components, however one should not lose track of our agreement with the Multilateral Fund which is exclusively enabling developing countries to be in compliance with their MP obligations.*
- *Not completed*

**III. Use the leverage of MP projects to promote sustainable industrial development**

**9. UNIDO should consider formulating guidelines for the design, implementation and monitoring of MP projects. In order to ensure maximum impact of MP projects on sustainable industrial development, such guidelines should address especially the issues of a) how to address non-ODS issues and b) how to cooperate with other UNIDO branches and initiatives on the ground.**

- *We fail to understand this recommendation. Guidelines for the design and implementation are already in place and thoroughly enforced by the Multilateral Fund. UNIDO should be careful that such guidelines are implemented to ensure positive evaluation of its program. Cooperation with other Branches does not require guidelines.*
- *Not completed. PTC/MPB made it quite clear to the [evaluation] consultant that the Branch has to abide to strict procedures and guidelines whereby UNIDO should be looking EXCLUSIVELY into the phase out of ODS and cannot even look into technology upgrades. Now if your unit [ODG/EVA] or anybody else could assist the Branch in generating interest from donors to look into non-ODS*

*impacts we will be glad to accommodate that on top of our very heavy workload.*

**10. UNIDO should initiate a dialogue with the MLF to fully clarify the present room for inclusion of cost free non-ODS targets in MP efforts.**

- *Again we fail to understand this recommendation. What do we mean by cost free non-ODS targets?*
- *Not completed*

**11. For new projects MP branch should consider submitting to UNIDO STC a complementary note (in parallel to MLF submission) on how the project will contribute to sustainable development. This would include possible linkages to other UNIDO activities in the country.**

- *We do not agree with this recommendation since MP projects follow the MLF guidelines and being reviewed against such guidelines with tight deadlines. We do not see the added value of a complimentary note that will only delay submissions. The issue of sustainability is part of the requirements of the MLF.*
- *Not completed.*

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Albania	National ODS phase-out plan for Albania (component II - UNIDO)	2003-2009	535,000	UNIDO	UNEP
	ExCo agrees in principle to provide funding for institutional strengthening (ref. 14th ExCom)			UNIDO	—
	HCFC phase-out management plan (HPMP) for Albania (Stage I - UNIDO)	2011 to 2020	230,000	UNIDO	UNEP
Azerbaijan	Initiation of accelerated HCFCs phase-out and promotion of HCFC-free energy efficient refrigeration and air-condition system (PrepAss.) - GF/AZE/12/001 (SAP 100320)		35,945	UNIDO	
	Initiation of the HCFC phase-out – FSP (GF/AZE/100321)		2,620,000	UNIDO	
Bosnia and Herzegovina	Phase-out of methyl bromide in tobacco seedling vegetables and flower production sector in Bosnia and Herzegovina	2002-2006 (to be verified - ref. ExCom 41st)	229,000 (to be verified)	UNIDO	—
	National ODS phase-out plan for Bosnia and Herzegovina	2003-2007	864,160	UNIDO	—
	HCFC phase-out investment activities (preparatory phase)	2011-xxxx (to be verified)	30,000	UNIDO	—
	HCFC phase-out management plan (HPMP) for Bosnia and Herzegovina (Stage I - UNIDO)	2012-2012	953,284	UNIDO	—
Croatia	Phase-out of methyl bromide in tobacco seedling	2002-2005	476,833	UNIDO	—
	Terminal CFC phase-out management plan for Croatia (Component II)	2003-2006	287,500	UNIDO	Sweden
	Phase-out of HCFC-141B from the manufacturing of PU rigid and integral skin foam at Poli-Mix company	2010	210,000	UNIDO	—
	HCFC phase-out management plan (HPMP) for Croatia (UNIDO)	2010-2011 (first impl. plan)	871,150	UNIDO	Italy

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Montenegro	Terminal phase-out management plan for CFCs in Montenegro	2006-2010	270,295	UNIDO	—
	HCFC phase-out management plan (HPMP) for Montenegro (Stage I - UNIDO)	2011-2020	450,000	UNIDO	—
	Note: the HPMP includes funds for institutional strengthening at the level of US \$240,000 for eight years starting July 2012	2012-2020		UNIDO	—
Romania	Terminal phase-out management plan for CTC production and consumption for process (Ref. ExCom/50/62, Decision 50/37 para. 157) agent uses in Romania	2006-2009 (to be verified)	1,389,800	UNIDO	—
	Phased reduction and closure of the entire ODS production capacity in Romania	2005-2009 (to be verified)	6,300,000	UNIDO	—
	National CFC phase-out plan for Romania	2005-2010 (to be verified) (incl. below activity)	509,019	UNIDO	Sweden
	Project ROM/PHA/45/TAS/31 from Sweden was transferred to UNIDO (incl. Project costs) (ref. ExCom 60/54, decision 60/3 (b) para 39) Note: became part of above NPP	(to be verified)	(83,219)	UNIDO	—
Russian Federation	Phase-out of CFC consumption in the manufacture of aerosol metered dose inhalers (MDIs) in the Russian Federation (GF/RUS/12/001 - SAP 100352;	2011-xxxx (to be verified)	2,550,000	UNIDO	—
	Phase-out of HCFCs and promotion of HFC-free energy efficient refrigeration and air-conditioning systems in the Russian Federation through technology transfer (GF/RUS/11/001 - SAP 105324)	2011-xxxx (to be verified)	18,000,000	UNIDO	—
Serbia	National CFC phase-out plan for Serbia	2004-2010	2,682,544	UNIDO	Sweden
	Project YUG/PHA/43/TAS/22 from Sweden was transferred to UNIDO (incl. Project costs) (ref. ExCom 60/54, decision 60/3 (b) para 39)		40,678	UNIDO	—
	HCFC phase-out investment activities (preparatory phase)			UNIDO	—
	HCFC phase-out management plan (HPMP) for Serbia (Stage I - UNIDO)	2010-2020	915,260	UNIDO	UNEP
Turkey	Phase-out of the use of methyl bromide in Turkey	2002-2006	3,408,844	UNIDO	—
	HCFC phase-out investment activities (preparatory phase)	2009-xxxx (to be verified)		UNIDO	—



Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Turkey (cont.)	HCFC phase-out management plan (HPMP) for Turkey (Stage I - UNIDO)	2012 to 2017	14,120,090	UNIDO	UNEP
	Note: the HPMP includes funds (USD 7,713,490) for an umbrella project for the phase-out of 293.7 ODP tonnes of HCFCs used for the production of polyurethane (PU) rigid foam and extruded polystyrene (XPS) boardstock foam, approved at the 62nd meeting			UNIDO	—
Turkmenistan	Technical assistance for the elimination of methyl bromide in post harvest sector	2009-xxxx (to be verified)	309,050	UNIDO	—
	HCFC phase-out management plan (HPMP) for Turkmenistan (Stage I - UNIDO)	2010-2020	652,050	UNIDO	—
	Note: the HPMP includes funds for institutional strengthening at the level of US \$319,550 for eight years starting in 2012	2012-2020			
The Former Yugoslav Republic of Macedonia	Phase-out of the use of methyl bromide in Macedonia	2001-2005	1,075,207	UNIDO	—
	Terminal phase-out management plan for CFCs for FYR Macedonia	2004-2009	279,081	UNIDO	—
	HCFC phase-out management plan (HPMP) for The former Yugoslav Republic of Macedonia	2010-2020	1,166,955	UNIDO	—
	Note: the HPMP included institutional strengthening (IS) in the total approved funding (until 2020) Ref. c) i) and ii)				
<b>TOTAL (EUR)</b>					
<b>THE AMERICAS</b>					
Argentina	Phase-out of the use of methyl bromide in Argentina	2009-2015 (to be verified) - verify if addl. funding was provided - ref. 45th ExCom		UNIDO	UNDP
	Project - Methyl bromide phase-out projects in strawberries, flowers and protected vegetable crops (approved at 30th ExCom meeting) - now part of the above project	2001-2003	3,183,390	UNIDO	---
	Argentina solvent sector phase-out plan	2004-2010		UNIDO	---
	National CFC phase-out plan for Argentina		7,360,850	UNIDO	---

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Argentina (cont.)	HCFC phase-out management plan (HPMP) for Argentina (stage I - UNIDO)	2010-2017	9,560,542	UNIDO	World Bank Italy
	Project - Phase out 53.46 ODP tonnes of HCFC-22 in the room and unitary air-conditioning equipment manufacturing sector (approved at 61st ExCom meeting in 2010) - now part of HPMP, stage I above (US\$8,435,542)			(UNIDO)	(Italy)
	CFC national phase-out plan [Note: Gov. of Argentina agreed to the reallocation of funding remaining from the phase-out plan in line with the implementation plan provided, ref. ExCom/66/54, Decision 66/42]		800,000	UNIDO	---
Bahamas	HCFC phase-out management plan (HPMP) for the Bahamas	2011-2020	151,420	UNEP	UNIDO
Bolivia	HCFC phase-out management plan (HPMP) for BoliviaNOTE: <b>Transfer of project to UNIDO (from Germany)</b> : Gov. requested that UNIDO becomes lead IA of the HPMP, as Gov. believes that it would be better assisted by an implementing agency that is already operating* in the country and is assisting neighbouring countries in implementing their HPMPs. Gov. of Germany had agreed to the request. (ref. UNEP/OzL.Pro/ExCom/74/12)	2011-2020	250,500	UNIDO	---W34
Brazil	Phase-out of methyl bromide in Brazil	2003-2007 (to be verified) - ref. 46th ExCom	1,450,251	UNIDO	Spain
Chile	Terminal project for the national phase-out plan (NPP) for methyl bromide (MB) for Chile	2010-2014 (to be verified) - ref. 60th ExCom	1,657,917	UNIDO	UNEP
Cuba	Phase-out of the use of methyl bromide in Cuba - additional funds [26th meeting approved original project to phase out MB used in the tobacco sector @ a total cost of US\$1,673,324]	2005-2008 (to be verified) - ref. 44th ExCom	537,763	UNIDO	---
Dominican Republic	Phase-out of the use of methyl bromide in Dominican Republic	2003-2006 (to be verified) - ref. 38th ExCom	922,900	UNIDO	---

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Ecuador	HCFC phase-out investment activities	2010-xxxx (to be verified)	---	UNIDO	---
	Investment activities in cut-flowers production (preparatory phase)	2011-xxxx (to be verified)		UNIDO	---
	National CFC phase-out plan	2011-2011 (to be verified)		UNIDO	---
	Technical assistance to eliminate the remaining consumption of methyl bromide to be in compliance with the total phase-out	2011-xxxx (to be verified)		UNIDO	---
	HCFC phase-out management plan (HPMP) for Ecuador (stage I - UNIDO)	2011-2020	1,846,440	UNIDO	UNEP
Guatemala	Phase-out of the use of methyl bromide in Guatemala	2009-2012 (to be verified) - ref. 59th ExCom	2,243,047	UNIDO	UNEP
	HCFC phase-out investment activities (preparatory phase)	2010-xxxx (to be verified)		UNIDO	
	HCFC phase-out management plan (HPMP) for Guatemala (stage I - UNIDO)	2011-2020	345,637	UNIDO	UNEP
Honduras	National methyl bromide phase-out plan, (phase II) in Honduras [Note: There was a previous project phase-out of 213.00 ODP of methyl bromide used for soil fumigation on melon, watermelon, banana and tobacco seedling sectors, US\$1,977,454 - IA to be verified - see 37th ExCom)	2006-2010 (to be verified) - ref. 50th ExCom	1,806,301	UNIDO	---
	Terminal phase-out management plan	2008-xxxx		UNIDO	
	HCFC phase-out management plan (HPMP) for Honduras (stage I - UNIDO)	2011-2020	380,000	UNIDO	UNEP
Mexico	National methyl bromide phase-out plan for Mexico	2008-2013 (to be verified) - ref. 54th ExCom	5,204,857	UNIDO	Canada, Italy and Spain
	[Note: There was a previous project to achieve the 2005 allowable level of methyl bromide consumption, US\$,105,000 - IA to be verified - see 42nd ExCom)				

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Mexico ( <i>cont.</i> )	Mexico's CFC production sector agreement	2003-2009 (to be verified) - ref. 40th ExCom	31,850,000	UNIDO	---
	National CFC phase-out plan for Mexico	2004-2009 (to be verified) - ref. 42nd ExCom	8,294,500	UNIDO	World Bank (was included later, as per amended agreement, ref. 45th ExCom)
	Project for the phase-out of CFC consumption in the manufacture of aerosol MDIs in Mexico [Note: US\$85,950 were deducted from the project total as per 53rd ExCom decision (53/67, Dec. 53/24, para 128)]	(to be verified) - ref. 53rd ExCom	2,544,553		---
	Project - Phase-out of HCFC-22 and HCFC-141b in aerosol manufacturing at Silimex (approved at 63rd ExCom meeting) - now part of HPMP, stage I above	2011-xxxx (to be verified)	520,916	UNIDO	---
	Preparation of HCFC phase-out investment activities				
	HCFC phase-out management plan (HPMP) for Mexico (stage I - UNIDO)	2011-2018	3,891,279	UNIDO	UNDP
Nicaragua	HCFC phase-out management plan (HPMP) for Nicaragua (stage I - UNIDO)	2012-2020	222,000	UNEP	UNIDO
Peru	Terminal phase-out management plan for Annex A Group I substances	2011-xxxx (to be verified) - ref. 64th ExCom		UNIDO	
Saint Lucia	HCFC phase-out management plan (HPMP) for Saint Lucia (stage I - UNIDO)	2011-2020	112,608	UNEP	UNIDO
Saint Vincent and the Grenadines	HCFC phase-out management plan (HPMP) for Saint Vincent and the Grenadines (stage I - UNIDO)	2011-2025	124,115	UNEP	UNIDO
Surinam	HCFC phase-out management plan (HPMP) for Surinam (stage I - UNIDO)	2011-2020	106,000	UNEP	UNIDO
Uruguay	HCFC phase-out investment activities (preparatory phase)				

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Venezuela	National CFC phase-out plan for Venezuela	2004-2009 (to be verified) - ref. 42nd and 57th ExCom	6,240,555	UNIDO	---
	HCFC phase-out investment activities	2010-xxxx (to be verified)		UNIDO	---
	HCFC phase-out investment activities	2010-xxxx (to be verified)		UNIDO	---
	HCFC phase-out management plan (HPMP) for the Bolivarian Republic of Venezuela	2011-2015	1,758,500	UNIDO	UNEP
TOTAL (LAC)					
COUNTRIES FROM OTHER REGIONS					
Bahrain	HCFC phase-out management plan (HPMP) for Bahrain (stage I - UNIDO)	2012-2020	2,338,985	UNEP	UNIDO
Egypt	HCFC phase-out management plan (HPMP) for Egypt (stage I - UNIDO) [Note: Total amount incl. USD 892,840 for two foam projects to phase out HCFC-141b]	2011-2018	2,325,415	UNDP	UNIDO
	National phase-out for methyl bromide in horticulture and commoditiesfumigation (except for dates) in Egypt(UNEP/OzL.Pro/ExCom/56/64, Decision 56/54, para. 206).	2009-2013 (extension to 1 Jan 2014)	1,934,994	UNIDO	
	National CFC phase-out plan for Egypt		3,100,000	UNIDO	
Indonesia	HCFC phase-out management plan (HPMP) for Indonesia (stage I - UNIDO)	2011-2018	777,395	UNDP	World Bank UNIDO Australia
	National CFC phase-out plan for Indonesia:			UNDP	World Bank, UNIDO
	Terminal project for phase-out in the solvent sector as part of the national plan for CFC phase-out in Indonesia	2004-.... (to be verified)	1,464,733		

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Country	Title	Project duration	Total amount excl. support cost (in US\$)	Responsibility	
				Lead agency	Co-operating agency(ies), other (e.g., country)
Iran	Halon phase-out project in the Islamic Republic of Iran NOTE: <b>Proj. was earlier transferred to UNIDO</b> (from France), ref. 63rd ExCom meeting) - see also UNEP/OzL.Pro/ExCom/74/12)	Ext. was requ. to 31 Dec. 2015	397,500	UNIDO	---
	Phase-out of the use of methyl bromide in Iran	2006-2010	227,950	UNIDO	---
		2006-2011	260,698	UNIDO	---
	National CFC phase-out plan for Iran (UNIDO share)	2003-2009	3,310,757	Germany	France UNDP UNEP UNIDO
Jordan	National ODS phase-out plan for Jordan (UNIDO share)	2004-2009	410,000	World Bank	UNIDO
	HCFC phase-out management plan (HPMP) for Jordan (stage I - UNIDO)	2011-2017	2,617,217	UNIDO	World Bank
Pakistan	Sector phase-out plan for CTC in Pakistan		2,745,665	UNIDO	---
	HCFC phase-out management plan (HPMP) for Pakistan (stage I - UNIDO)		5,008,849	UNIDO	UNEP

Institutional strengthening projects:	
Armenia	Ongoing (extended activities)
Bosnia and Herzegovina	
Serbia	
Turkey	
Mexico	
Montenegro	

Annex C – Overview: Phase-out plans and projects; and HCFC phase-out management plans (as at May 2014)  
in European, Latin American and Caribbean, and other regions; and other MP activities

Regional projects					
REGIONAL	Regional (CIS) Capacity Building for Developing Programmes for Mitigation of Global Environmental Problems (GEF-funded project - SAP 120270)	2012-2014	500,000	UNIDO	

Other MP activities					
Global (MP/GLO/11/011)	Mobilizing co-financing for multilateral fund funded projects based on the "monetization" of their climate benefits	2011-xxxx (to be verified)	200,000	UNIDO	
Global (TF/GLO/10/001)	Training on alternative technologies to HCFCs	2010-xxxx (to be verified)	141,415	UNIDO	



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

<b>Title:</b>	Senior evaluation consultant and team leader
<b>Main duty station and location:</b>	Home-based, UNIDO Headquarters
<b>Mission/s to:</b>	LAC/EUR (selected countries)
<b>Start of contract:</b>	June 2015
<b>End of contract:</b>	September 2015
<b>Number of working days:</b>	38 days (spread over four months)

### ORGANIZATIONAL CONTEXT

The consultant will work under the supervision of the Senior Evaluation Officer, ODG/EVA and in collaboration with other members of the evaluation team.

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected duration (in w/d)	Location
Phase 1: Desk study and preparation of review			
<ul style="list-style-type: none"><li>Review of methodological documents (incl. tools), reference documents and guidelines. Review of ODS-related documents of other organizations, including UNEP, GEF and World Bank</li><li>Review of UNIDO project-related documentation: project documents, project completion reports, MLF evaluation reports, technical reports</li><li>Group meetings and interviews with project managers</li><li>Identification of sample countries to be visited by evaluation team</li><li>Develop a draft programme theory, i.e. a logical model for cause-effect linkages by which ODS projects intend to achieve their objectives<sup>9</sup>. Discuss theory with UNIDO project managers</li></ul>	<ul style="list-style-type: none"><li>Overview of relevant literature, summary of extractable information from UNIDO documents, including information gaps.</li><li>Individual country desk review reports</li><li>Draft programme theory as part of the inception report</li></ul>	8	UNIDO HQ and home-based
			Home-based
			UNIDO HQ
			Home-based
Phase 2: Stakeholder survey			
<ul style="list-style-type: none"><li>Verify programme theory through a user friendly stakeholder survey, testing main assumptions and cause-effect relations</li><li>Collect information on non-environmental project results through survey</li></ul>	Survey conducted and analyzed	3	Home-based

<sup>9</sup> UNIDO, ODG/EVA developed a programme theory for the 2008/2009 review of Montreal Protocol activities. The evaluation consultant will take this as a basis for his/her draft of the UNIDO programme theory of change.



<b>Phase 3: Field missions</b>			
• Field missions		18	Selected countries in LAC/EUR
• Working meeting with the ODG/EVA and PTC/ENV (MP) to discuss preliminary findings at UNIDO HQ		2	UNIDO HQ
<b>Phase 4: Synthesis of findings and evaluation report</b>			
<ul style="list-style-type: none"> <li>• Prepare a document on preliminary findings, conclusions and lessons.</li> <li>• Prepare draft report</li> <li>• Send out draft report to ODG/EVA and PTC/ENV (MP) for comments, respond to comments</li> <li>• Prepare final report</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary findings and conclusions elaborated</li> <li>• Draft review report</li> <li>• Feedback generated</li> <li>• Final report</li> </ul>	7	Home-based
<b>TOTAL</b>		<b>38</b>	

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in a field related to environmental protection or related field. Knowledge of evaluation and excellent drafting skills.

**Technical and functional experience:**

A minimum of ten years practical experience in the area of multilateral environmental agreements, in particular, Montreal Protocol and GEF. Knowledge of technical cooperation projects/programmes, including evaluation, in the area of environmental sustainability and multilateral agreements, in particular, Montreal Protocol and GEF, and of activities in the area of cleaner production, chemicals in general, and climate change. Exposure to the needs, conditions and problems of developing countries.

**Languages:** Fluency in written and spoken English and Spanish is required.

### 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



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

<b>Title:</b>	Evaluation consultant
<b>Main duty station and location:</b>	Home-based, UNIDO Headquarters
<b>Mission/s to:</b>	EUR region (selected countries)
<b>Start of contract:</b>	June 2015
<b>End of contract:</b>	September 2015
<b>Number of working days:</b>	27 days spread over four months

### ORGANIZATIONAL CONTEXT

The consultant will work under the supervision of the Senior Evaluation Officer, ODG/EVA and in collaboration with other members of the evaluation team.

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected duration (in w/d)	Location
Phase 1: Desk study and preparation of review			
<ul style="list-style-type: none"><li>Review of methodological documents (incl. tools), reference documents and guidelines. Review of ODS-related documents of other organizations, including UNEP, GEF and the World Bank</li><li>Review of UNIDO project-related documentation: project documents, project completion reports, MLF evaluation reports, technical reports from sub-contractors.</li><li>Group meetings and interviews with project managers</li><li>Identification of sample countries to be visited by evaluation team</li><li>Contribute to the develop a draft programme theory, i.e. a logical model for cause-effect linkages by which ODS projects intend to achieve their objectives<sup>10</sup>. Discuss theory with UNIDO project managers</li><li></li></ul>	<ul style="list-style-type: none"><li>Overview of relevant literature, summary of extractable information from UNIDO documents, including information gaps.</li><li>Individual country desk review reports</li><li>Draft programme theory as part of the inception report</li></ul>	8	Home-based
			Home-based
			UNIDO HQ
			Home-based
Phase 2: Stakeholder survey			
<ul style="list-style-type: none"><li>Verify programme theory through a user friendly stakeholder survey, testing main assumptions and cause-effect relations.</li><li>Collect information on non-environmental project results through survey</li></ul>	Survey conducted and analyzed	2	Home-based

<sup>10</sup> UNIDO, ODG/EVA developed a programme theory for the 2008/2009 review of Montreal Protocol activities. The evaluation consultant will take this as a basis for his/her draft of the UNIDO programme theory of change.

Phase 3: Field mission			
<ul style="list-style-type: none"><li>Field missions</li></ul>		9	Selected countries in EUR region
<ul style="list-style-type: none"><li>Working meeting with the ODG/EVA and PTC/ENV (MP) to discuss preliminary findings at UNIDO HQ</li></ul>		2	UNIDO HQ
Phase 4: Synthesis of findings and evaluation report			
<ul style="list-style-type: none"><li>Prepare a document on preliminary findings, conclusions and lessons.</li><li>Contribute in the Preparation of the draft report</li><li>Send out draft report to OSL/EVA and PTC/MPB for comments, respond to comments</li><li>Contribute to the Preparation of the final report</li></ul>	<ul style="list-style-type: none"><li>Preliminary findings and conclusions elaborated</li><li>Draft review report</li><li>Feedback generated</li><li>Final report</li></ul>	6	Home-based
TOTAL		27	

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in a field related to environmental protection, or related field. Knowledge of evaluation and excellent drafting skills.

**Technical and functional experience:**

A minimum of eight years practical experience in the field of environmental development and evaluation, including experience at the international level and involving technical cooperation in developing countries. Experience of technical cooperation projects/programmes, including evaluation, in the field of environmental sustainability and multilateral agreements, in particular Montreal Protocol and GEF. Exposure to the needs, conditions and problems of developing countries.

**Languages:** Fluency in written and spoken English. A second UN language would be an asset.

### 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



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

<b>Title:</b>	Senior/evaluation consultant – filled by UNIDO staff
<b>Main duty station and location:</b>	Home-based
<b>Mission/s to:</b>	LAC region (selected countries)
<b>Start of contract:</b>	June 2015
<b>End of contract:</b>	September 2015
<b>Number of working days:</b>	27 days spread over four months

### ORGANIZATIONAL CONTEXT

The senior evaluation consultant will work under the supervision of the Senior Evaluation Officer, ODG/EVA and in collaboration with other members of the evaluation team.

MAIN DUTIES	Concrete/ measurable outputs to be achieved	Expected duration (in w/d)	Location
Phase 1: Desk study and preparation of review			
<ul style="list-style-type: none"><li>Review of methodological documents (incl. tools), reference documents and guidelines. Review of ODS-related documents of other organizations, including UNEP, GEF and the World Bank</li><li>Review of UNIDO project-related documentation: project documents, project completion reports, MLF evaluation reports, technical reports from sub-contractors.</li><li>Group meetings and interviews with project managers</li><li>Identification of sample countries to be visited by evaluation team</li><li>Contribute to the develop a draft programme theory, i.e. a logical model for cause-effect linkages by which ODS projects intend to achieve their objectives<sup>11</sup>. Discuss theory with UNIDO project managers.</li></ul>	<ul style="list-style-type: none"><li>Overview of relevant literature, summary of extractable information from UNIDO documents, including information gaps.</li><li>Individual country desk review reports</li><li>Draft programme theory as part of the inception report</li></ul>	8	Home-based
			Home-based
			UNIDO HQ
			Home-based
Phase 2: Stakeholder survey			
<ul style="list-style-type: none"><li>Verify programme theory through a user friendly stakeholder survey, testing main assumptions and cause-effect relations.</li><li>Collect information on non-environmental project results through survey.</li></ul>	Survey conducted and analyzed	2	Home-based

<sup>11</sup> UNIDO, ODG/EVA developed a programme theory for the 2008/2009 review of Montreal Protocol activities. The evaluation consultant will take this as a basis for his/her draft of the UNIDO programme theory of change.

Phase 3: Field mission			
<ul style="list-style-type: none"><li>Field missions</li></ul>		9	Selected countries in LAC region
<ul style="list-style-type: none"><li>Working meeting with the ODG/EVA and PTC/ENV (MP) to discuss preliminary findings at UNIDO HQ</li></ul>		2	UNIDO HQ
Phase 4: Synthesis of findings and evaluation report			
<ul style="list-style-type: none"><li>Prepare a document on preliminary findings, conclusions and lessons.</li><li>Contribute in the Preparation of the draft report</li><li>Send out draft report to OSL/EVA and PTC/MPB for comments, respond to comments</li><li>Contribute to the Preparation of the final report</li></ul>	<ul style="list-style-type: none"><li>Preliminary findings and conclusions elaborated</li><li>Draft review report</li><li>Feedback generated</li><li>Final report</li></ul>	6	Home-based
TOTAL		27	

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in a field related to environmental protection, or related field. Excellent knowledge of evaluation and drafting skills.

**Technical and functional experience:**

A minimum of ten years practical experience in the field of environmental development and evaluation, including experience at the international level and involving technical cooperation in developing countries. Experience of technical cooperation projects/programmes, including evaluation, in the field of environmental sustainability and multilateral agreements, in particular Montreal Protocol and GEF. Exposure to the needs, conditions and problems of developing countries.

**Languages:** Fluency in written and spoken English and Spanish. A second UN language would be an asset.

### 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

## Annex E – Outline of the main review report

### I. **Executive summary**

- Must be self-explanatory
- Not more than five pages focusing on the most important findings and recommendations
- Overview showing strengths and weaknesses of MP activities/initiatives

### II. **Review background**

- Summary of MP initiatives at UNIDO (incl. synthesis of desk and country-level reports, including project/programme overview, objectives, counterparts, timing, cost)
- Information on the review: why, when, by whom, etc.
- Scope and objectives of the review, main questions addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

### III. **The context of UNIDO MP activities**

- Brief description, including history and previous cooperation
- Positioning of the UNIDO MP (other initiatives of governments, other agencies, private sector, etc.)
- Counterpart organization(s)
- Funding agencies (MLF, GEF, other)

### IV. **Assessment**

This is the main chapter of the report combining an analysis of the main evidence collected through the review with regard to the key review questions and the corresponding conclusions with regard to the review criteria.

**Evidence** collected through the main components of the review (document review, programme theory, stakeholder survey, field visits).

**Conclusions** regarding project implementation giving the evaluators' concluding assessment of UNIDO MP projects against given review criteria, providing factual evidence relevant to the key review questions. This is the main substantive section of the report and should provide a commentary on all parameters described in the TOR.

### V. **Recommendations**

- Recommendations must be based on review findings
- The implementation of the recommendations must be verifiable (indicate means of verification)
- Recommendations must be actionable; addressed to a specific officer, group or entity who can act on it; have a proposed timeline for implementation
- Should be commensurate with the available capacities of project team and partners and
- Take resource requirements into account.
- Recommendations should be structured by addressees:
  - UNIDO
  - Government and/or counterpart organisations
  - Funding agencies (MLFS, GEF, other)
  - Donor

**VI. Lessons learned**

- Lessons learned must be of wider applicability beyond the evaluated activity/initiative and must be based on findings and conclusions of the review
- For each lesson the context from which they derive should be briefly stated
- The formulation of lessons will follow the format provided by ODG/EVA

**Annexes** include terms of reference, list of interviewees, documents reviewed and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

**Annex F - Checklist on review report quality**

Report quality criteria	UNIDO Office for Independent Evaluation: Assessment notes	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project 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 project 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 G – Reference documents

- UN/UNEP. (2015). Status reports and reports on projects with specific reporting requirements (UNEP/OzL.Pro/Excom/74/12, 20 April 2015)
- UN/UNEP. (2014). Phase-out plans and projects (as at May 2014)
- UN/UNEP. (2014). HCFC phase-out management plans (as at May 2014)
- UNIDO. (2013). UNIDO activities related to the environment. Report by the Director General (GC.15/6, 13 September 2013)
- UNIDO. (2013). Reporte de evaluacion independiente de la ONUDI. MEXICO. Evaluacion de pais
- UN/UNEP. (2013). Performance indicators (Decision 69/5(k)) (UNEP/OzL.Pro/ExCom/71/17, 5 November 2010)
- UN/UNEP. (2013). Final evaluation report of multi-year agreement projects (UNEP/OzL.Pro/ExCom/69/12, 25 March 2013)
- UN/UNEP. (2013). Final evaluation report of multi-year agreement projects (UNEP/OzL.Pro/ExCom/69/12, 25 March 2013)
- UNIDO. (2012). Reporte de evaluación independiente de la ONUDI. CUBA. Evaluacion de pais
- UN/UNEP. (2011). Strategy for the dissemination and communication of lessons learned (UNEP/OzL.Pro/ExCom/64/7, 13 June 2011)
- UNIDO. (2011). Programme and budgets 2012-2013. Revised proposals of the Director-General (IDB39/13/Rev.1, 2 June 2011)
- UNIDO. (2010). Independent review of UNIDO Montreal Protocol projects. Independent review to extract lessons learned from UNIDO Montreal Protocol projects
- UNIDO. (2009). Manual on operations under multilateral environmental agreements: Montreal Protocol on substances that deplete the ozone layer and Stockholm Convention on persistent organic pollutants (26 July 2009)
- UN/UNEP. (2009). Consolidated 2009-2011 business plan of the Multilateral Fund (UNEP/OzL.Pro/ExCom/57/7, 3 March 2009)
- UN/UNEP. (2009). UNIDO Business plan for the years 2009-2011 (UNEP/OzL.Pro/ExCom/57/11, 2 March 2009)
- <http://www.unido.org/montreal-protocol.html>