



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**DRAFT TERMS OF REFERENCE**

**Independent terminal evaluation of project**

**West Africa Competitiveness Programme – WACOMP Ghana**

**UNIDO ID: 170220**

**EU Project ID: CTR402-427**

**| 03/2023 |**

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## I. PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>12</sup>

<b>Project title</b>	West Africa Competitiveness programme – Ghana
<b>UNIDO ID</b>	170220
<b>EU project ID</b>	CTR402-427
<b>Region</b>	Western Africa
<b>Country(ies)</b>	Ghana
<b>Project donor(s)</b>	EU
<b>Planned project start date (as indicated in project document)</b>	February 2019
<b>Actual project start date (First PAD issuance date)</b>	February 2019
<b>Planned project completion date (as indicated in project document)</b>	January 2023
<b>Actual project completion date (as indicated in UNIDO ERP system)</b>	January 2024
<b>Project duration (year):</b> Planned: Actual:	48 months 60 months
<b>Implementing agency(ies)</b>	UNIDO
<b>Government coordinating agency</b>	Ministry of Trade and Industry (MoTI)
<b>Executing Partners</b>	None
<b>Donor funding</b>	Euros 6,200,000
<b>UNIDO input (German Trust Fund, Euros)</b>	Euros 150,000
<b>Total project cost (USD), excluding support costs</b>	Euros 5,934,579
<b>Mid-term review date</b>	August - December 2021
<b>Planned terminal evaluation date</b>	May-October 2023

(Source: Project document, UNIDO ERP system)

### 2. Project context

Over the last decades, Ghana has made important improvements regarding economic co-operation, regional integration and trade. In line with the objective of harmonizing trade tariffs within the Economic Community of West African States (ECOWAS) and strengthening the common market, Ghana has implemented the ECOWAS Common External Tariffs (CET) since February 2016 with its four basic tariff rates.

Furthermore, on the 3rd August 2016, Ghana ratified the Economic Partnership Agreement (EPA) with Europe, which had been initiated in June 2014. The agreement is expected to lead to tariff-free exports of goods between Ghana and Europe. The EPA will protect existing jobs in the export sector and aim at bringing more investment to Ghana and the creation of new jobs.

Small and Medium Enterprises (SMEs) are the backbone of the Ghanaian economy as they represent about 85% of businesses, largely within the private sector, and contribute about 70% of Ghana's Gross Domestic Product (GDP). In terms of formal sector employment, they account for just over half of all

<sup>1</sup> Data to be validated by the Consultant

fulltime employment, with the percentage likely much higher in the informal sector. Therefore, in order for the government to accomplish its goals it is important to assist this group of companies/entrepreneurs to achieve growth.

The 2016 SME Competitiveness Survey conducted by the International Trade Center (ITC) carried out on 200 agricultural and manufacturing firms' shows the general challenges that keep Ghanaian SMEs from being competitive in regional and global markets:

- Lack of unique products: low competitive advantage due to the production of common and easily copied products;
- Insufficient electricity access: access to electricity is a bottleneck for medium- sized firms to grow into large enterprises;
- High interest rates: many firms are deterred from applying for credits due to high interest rates;
- Internationally recognized certification: approximately 90% of all firms reported adhering to an official domestic certificate or standard. This percentage drops to around half for those adhering to an internationally recognized certificate or standard;
- ICT access: large gap in connectivity between SMEs;
- Advertising: only 30% of small firms engaged in any type of advertising in the last fiscal year, compared to 76% of medium-sized firms, potentially limiting the growth of their client base.

The 'Ghana Component' Project is part of the West Africa Competitiveness Programme (WACOMP), which is implemented with a subsidiary approach through one regional component and 16 national components, covering all 15 ECOWAS countries, as well as Mauritania. (see more details at: <https://wacomp.projects.ecowas.int/about-wacomp/>).

The intervention is developed following the EU communication "A stronger role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries ", which highlights that, in order to promote sustainable inclusive growth and create jobs to fight poverty, the competitiveness of the local private sector and the business climate need to be promoted. To this end, certain sectors and value chains were considered as a strategic priority for the West African region (both at national and regional levels), among them: (i) fruits and vegetables (mangoes, pineapple, onions, cassava, ginger, tomatoes, cashew and rubber), (ii) textile/garments, (iii) leather, (iv) services (IT, communication, renewable energy).

Given the fundamental synergies between the national and regional levels to support structural transformation, the programme incorporates priorities at the national and regional levels to reach the common aim to "Strengthen the competitiveness of West Africa and enhance the countries' integration into the regional and international trading system".

In depth analysis and stakeholder consultations took place in 2017 at ECOWAS and country levels (eight countries) and led to the selection of priority value chains and type of interventions with the potential to deepen regional and global participation.

The Ghana national intervention was set to focus on improving the competitiveness of three value chains, namely: Processed Fruits, Cassava and Cosmetics and Personal-Care Products. The choice of value chains is in line with the regional industrialisation priority setting which accords frontline roles to agro-industry and light manufacturing with emphasis on value-added transformation of local raw

materials, increasing the industrial sector's contribution to GDP, contributing to increasing the share of industrial products in regional trade and increase of industrial products from West Africa to the world market.

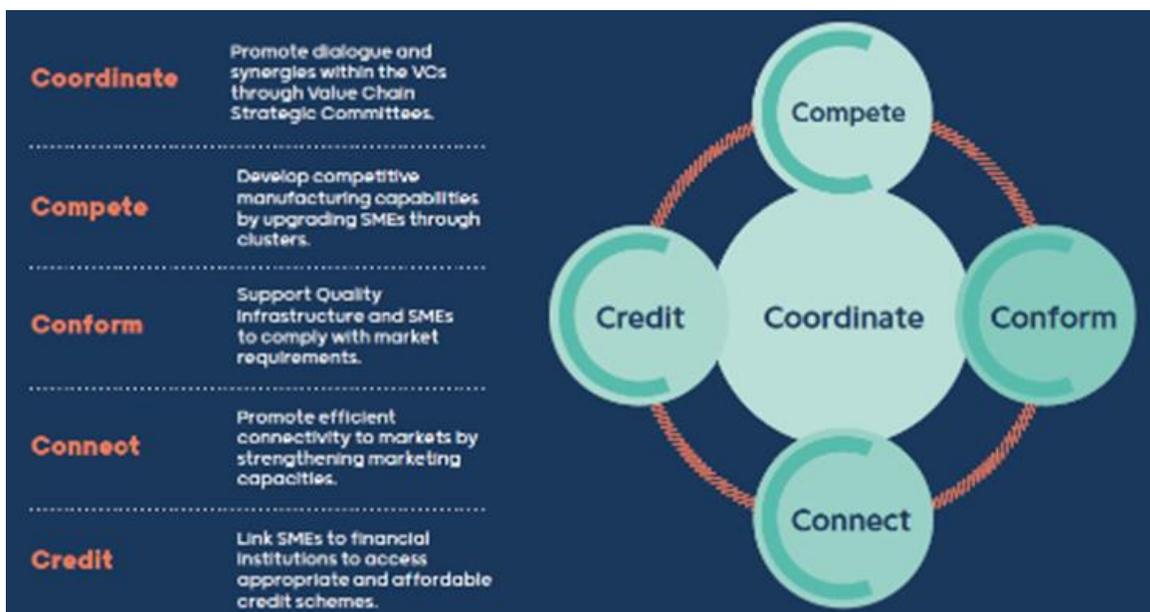
By supporting the selected agro-value chains in Ghana, UNIDO pursues three development goals that can benefit all actors in the chain by: (i) increasing productivity and value added; (ii) improving employment opportunities; and (iii) working to enhance market access and higher export levels.

### 3. Project objective and expected outcomes

UNIDO has developed a tailored approach with 5 key axes: coordinate, compete, conform, connect and credit: "The 5 C's for competitiveness".

This approach is reflected in the 5 outputs /components of the project, aiming to :

1. promote dialogue and synergies within the VCs through the creation or strengthening of Value Chain Strategic Committees (VCSC) to be used as a forum for discussion (Coordinate – Output 1),
2. develop competitive manufacturing capabilities by upgrading SMEs capacities through the implementation of UNIDO clusters methodology (Compete – Output 2),
3. support quality infrastructure and SMEs compliance to prove conformity with market requirements (Conform – Output 3),
4. promote efficient connectivity to markets by strengthening marketing capacities (Connect – Output 4) and
5. link SMEs to financial institutions to implement all the improvements required to enhance their competitiveness by accessing appropriate and affordable credit schemes (Credit – Output 5).



A detailed logframe is provided as Annexe I to this document.

#### 4. Project implementation arrangements

Ministry of Trade and Industry (MoTI) is the signatory of the project on behalf of the Government of Ghana and coordinates the implementation and monitoring of the project.

Other public and private sector stakeholders include: Ghana Standards Authority (GSA), Food and Drugs Authority (FDA), Ministry of Agriculture (MoFA), Ghana Export Promotion Authority (GEPA), National Board for Small Scale Industries (NBSSI), Association of Ghanaian Industries (AGI), Sectorial associations in the targeted value chains (Ghana Industrial Stakeholders Platform (GICSP), Sea- Freight Pineapple Exporter of Ghana (SPEG), Ghana Commercial Mango Growers, etc.)

The project also supports clusters associations and cooperatives at the regional level.

A Project Steering Committee (PSC) is established with the responsibility of coordination among public and private entities and to provide the necessary guidance on project execution. The PSC ensures the high level support and participation of key stakeholders both at national and sub-national levels. The PSC is composed by representatives from key beneficiaries and stakeholders and has both executive and oversight roles. It meets twice a year.

A Project Management Unit (PMU) is responsible for the day-to-day execution of all project activities, including direct monitoring of those activities contracted to consultants and other vendors. The PMU consists of a National Chief Technical Advisor (CTA), a Project/ Administrative Assistant, a Communication Officer, a financial and procurement expert in charge of component 5 of the project (Sub-contracting matching scheme), 3 Cluster Experts, 1 Quality Infrastructure expert and a Project Driver. The PMU is supported in Vienna by an Associate Industrial Development Officer in charge of the UNIDO HQ oversight and monitoring of the project implementation.

Other national and international experts are hired on specific technical missions when required.

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

Here below the abstract of the main findings of the MTE report. The Report has been validated in December 2021.

- **Overall assessment**

WACOMP-Ghana stands out as a noticeably good project, addressing relevant priorities of SMEs and intermediary organizations to support production, quality, sales and exports for the selected value chains. The intervention performs remarkably well, almost unscathed by 18 months of COVID-19 restrictions, supported by a sound management, outstanding interactions, good coordination and an effective communication. The intervention is well appreciated by its stakeholders and beneficiaries. The project enjoys of a distinguished reputation of a successful project, with a demand for broadening its scope and expanding services. Given some adjustments, WACOMP-Ghana offers considerable opportunities for impact and upscaling. These notwithstanding, the evaluation evidences the need to strengthen some aspects of the project, including the need to reduce its ambitions to address the dilution of efforts in a large number of activities (trimming those where the project may have a reduced edge), put management focus to a more strategic level, rebuild the original regional dimension of WACOMP, strengthen some partnerships, increase attention on outcomes, reinforce sustainability and setting conditions for impacts and upscaling

- **A valid strategy and need to strengthen the design**

The Project benefits from effective strategic choices to enhance quality production and export competitiveness for the selected value chains, building on the following pillars:

- The implementation set up, based on the EU delegation agreement with UNIDO, with MoTI as national counterpart
- The Cluster approach coupled with participatory local involvement served as driving force for value chain development
- A dual approach working at meso level with intermediary organizations and quality infrastructure and at cluster (micro) level with direct support to SMEs and value chains associations
- Strategic selection of value chains

Evaluation findings evidence ambitious goals, particularly in relation to a contained financial envelop (6,35 M EUR) and a limited timeline as the project aims supporting 4 value chains, 13 clusters, 5 results and a broad number of activities and deliverables, diluting the capacity to achieve impacts.

Design is appraised positively as it builds on opportunities and the identification of relevant deliverables and activities; quality of design, however, deserve strengthening, including assessment of value chains, specification and quantification of results, the need for additional attention to macro level changes, regional integration and sustainability. The result chain is strongly relevant to stakeholders' priorities with an underlying sound logic. The result chain, however, lacks of specific measurables at outcome level. The result framework would benefit from prioritization and reduction of the number of outputs and activities.

- **Outstanding performances and good value for money;**

Since the launch of the Project in March 2019, 30 months elapsed within which period the project managed to deliver a remarkable array of activities and outputs through its 5 components, well in line with initial plans and targets. In consideration of the active mobilization during the inception phase and exemplary adjustments and performances during the 20 months of COVID restrictions, the project efficiency is assessed as highly satisfactory. The project represents good value for money in consideration of a high return per unit of investment of deliverables directly benefitting SMEs, associations, intermediary organizations and other value chain stakeholders. Particularly noteworthy are performances for the implementation of 15 matching schemes and the organization of 47 training events, with a total of 1767 participants, to the benefit of 76 institutions, 70 associations, 396 processors and over 1000 producers.

The intervention is considered as an exemplary case of an EU international cooperation programme adjustment to COVID 19. The evaluation witnessed how WACOMP-Ghana acquired a positive reputation in its milieu in view of its performances, good communication and the constant dialogue with stakeholders.

- **High pertinence to needs and priorities;**

The evaluation evidences a high relevance of the project and its deliverables to the priorities of the value chains stakeholders. The intervention is assessed as fully relevant to national priorities, to EU Cooperation goals in Ghana and to UNIDO mandate.

The project however bears a weak relevance to regional integration priorities.

- **Effectiveness: Results are emerging across the 5 Components**

Notwithstanding the relatively early stage of implementation and 20 months under COVID restrictions, the evaluation found evidence of emerging results across the 5 components: the first component produced improved coordination and dialogue at cluster and national levels; for the competitiveness component there was progress in the strengthening of Intermediary Organizations, trainings and support was delivered for enhancement of production and quality; tangible results are observed under Conform, the project backbone Component, through a broad number of activities and deliverables. Activities target a relatively small number of companies; results are more likely to emerge for the cosmetic value chain; with Connect, the project achieved the strengthening of GEPA and other intermediary organizations; matching schemes provided support to Business Support Organization to improve services of linking SMEs to producers within the Value Chains. The “Credit” component linked cluster level SMEs with financial institutions; the evaluation evidences the need for effective approaches to reinforce SMEs access to finance.

The consolidation of results across the 5 Components and the setup of adequate mechanisms for sustainability will require at least one additional year of implementation.

**The cluster approach** appears to be effective but results need consolidation, sustainability and upscaling; to some extent, the approach appears anecdotal<sup>3</sup>, focusing on relatively few successful cases, with limited mechanisms in place for consolidating results on a broader scale. The evaluation evidences the need to strengthen an inter-cluster approach and mechanisms to leverage, from cluster exchanges a national dialogue which may influence the value chain macroeconomic environment; sustainable mechanisms need to be developed to meet the demand for upscaling the approach at national level.

For cassava and fruits the project focuses its efforts on production enhancement, a segment of the value chain where WACOMP-Ghana has a limited capacity to impact, in consideration of resources, timeline and the lack of a direct involvement of Ministry of Agriculture extension staff.

Effective **management tools** have been set up including a constructive guidance by the Steering Committee, sound coordination mechanisms, monitoring, evaluation and reporting, with a satisfactory follow up of activities and outputs. There is, however, the need to increase management strategic focus on outcomes and impacts and strengthen specification and measurability of results.

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<sup>3</sup> Anecdotal evidence is a factual claim relying only on personal observation, collected in a casual or non-systematic manner. When compared to other types of evidence, anecdotal evidence is generally regarded as limited in value due to a number of potential weaknesses, but may be considered within the scope of [scientific method](#) as some anecdotal evidence can be both empirical and verifiable. In all forms of anecdotal evidence its reliability by objective independent assessment may be in doubt. This is a consequence of the informal way the information is gathered, documented, presented, or any combination of the three. The term is often used to describe evidence for which there is an absence of documentation, leaving verification dependent on the credibility of the party presenting the evidence.

**Matching schemes** are assessed as a performing and effective pilot mechanism which allows small financial envelopes leveraging dialogue and trust and functioning as catalyzers with positive multiplier effects.

**Gender** has been addressed by project design and most activities are implemented with considerations of gender equity; the choice of the cosmetic value chain represents a significant opportunity for the gender agenda. However gender empowerment was not mainstreamed across results and gender barriers were not systematically assessed and addressed during implementation. The project is contributing, to a limited extent, to priorities of good governance and environmental sustainability.

**C.6 Limited contributions to regional integration;** Although WACOMP-Ghana was designed as the national component of a Regional Programme, with an explicit goal to contribute to Regional integration, the project is structured to respond mainly to a national agenda while regional integration appears as a secondary priority; project design and implementation are more oriented to address value chain needs rather than to support regional integration and the domestication of regional policies.

- **Distinguished management performances**

The project management team is largely to be credited for the positive performances, the capacity to adjust to Covid restrictions, the coordination, the consultative approach, effective communication and good reputation established by the intervention. The management set up, with its international and national streams, appear well suited to support efficiency and effectiveness of WACOMP-Ghana. The management team merits include the setup of very good relationships and a sound coordination with the EU, the Regional Programme, MoTI, most Intermediary Organizations and the private sector. Management needs to be strengthened to reinforce project contributions to regional integration.

- **A solid network of partnerships**

The project established sound partnerships with MoTI and several intermediary organizations, including GEPA, FDA, GSA and value chains associations. Capacities need to be further strengthened to support institutional sustainability, including monitoring capacities, client orientation and market promotion services for producers' associations. Some partnership need to be further developed to increase service delivery to SME and strengthen women empowerment, as for instance with GEA (former NBSSI).

- **Significant opportunities (and some challenges) for impact and sustainability;**

The midterm phase of implementation does not allow yet the emergence of impacts related to product quality, sales and exports. However the evaluation evidences opportunities of long term changes.

The cosmetic value chain is of strategic interest as it allows the project to work with the majority of the 50 companies registered in Ghana for the sector and offers opportunities for incidence at macro level, in terms of compliance, quality of products, exports and regional integration. Conversely the work with mango, pineapple and cassava value chains, although relevant to needs and highly appreciated by stakeholders, targets a very limited number of companies representing a small fraction of the national universe. For these value chains the project has a limited incidence at macro level with a weak capacity to leverage national impacts on production, quality, compliance, value addition and exports I.

Sustainability has been a concern for design and implementation and several features inbuilt in the project are contributing to sustainability; however sustainable development models need yet to be identified at cluster and at national levels for each value chain. The need of sustainable mechanisms is likely to become the main challenge for upscaling the positive results of WACOMP-Ghana. Sustainability needs to be sought also at macro level arrangements supporting dialogue and decision making for the different value chains.

- **The evaluation evidences valuable best practices, lessons and opportunities for upscaling**

The intervention is an exemplary case of effective use of cooperation resources to support SMEs and value chain development, contributing to goals of production, quality, sales and exports. The project can be used as a showcase for the cluster approach, the 5C approach, effective project management, use of the matching scheme tool, and how to adjust establish flexibility mechanisms under COVID-19.

The evaluation allows to evidence important lessons for the EU, UNIDO, regional and national players, of what is working and areas to reinforce to achieve impacts and sustainability. Conclusions of this evaluation could be used for broader lesson learning and comparative analysis of cooperation projects.

## 6. Budget information

**Table 1. Budget per output – as per Annexe III**

	<b>Total Project Budget EU ANNEX III</b>
<b>Output 1: Coordinate</b>	€ 566,142
<b>Output 2: Compete</b>	€ 1,118,142
<b>Output 3: Conform</b>	€ 1,359,668
<b>Output 4: Connect</b>	€ 673,142
<b>Output 5: Credit</b>	€ 1,089,810
<b>Project Management and Monitoring</b>	€ 987,489
<b>Total Direct Costs EU</b>	€ <b>5,794,392</b>
<b>Indirect costs EU (7%)</b>	€ <b>405,607</b>
<b>TOTAL EU including SC</b>	€ <b>6,200,000</b>
<b>Direct Cost UNIDO (UNIDO contribution)</b>	€ <b>140,187</b>
<b>Indirect costs (7%)</b>	€ <b>9,813</b>
<b>Co-funding UNIDO</b>	€ <b>150,000</b>
<b>GRAND TOTAL</b>	€ <b>6,350,000</b>

Source: Project document

**Table 2. UNIDO budget allocation by budget line**

Total Project	Year 1	Year 2	Year 3	Year 4	TOTALS
BL11. International Expert	€ 770,000	€ 458,000	€ 373,284	€ 256,428	1,857,712
BL 15 Local Travel	€ 57,000	€ 52,000	€ 37,000	€ 24,000	170,000
BL16. Staff travel	€ 33,000	€ 21,000	€ 16,000	€ 20,000	90,000
BL17. Local experts	€ 376,000	€ 271,000	€ 254,532	€ 230,336	1,131,867
BL21. Subcontracts	€ 615,000	€ 440,000	€ 307,000	€ 55,000	1,417,000
BL30. Local trainings	€ 107,000	€ 87,000	€ 92,000	€ 46,000	332,000
BL35. International trainings	€ 34,000	€ 33,000	€ 33,000	€ 10,000	110,000
BL43 Facilities	€ 80,000	€ -	€ 80,000	€ -	160,000
BL45. Equipment	€ 300,000	€ 172,000	€ 18,000	€ -	490,000
BL51. Miscellaneous	€ 57,000	€ 54,000	€ 44,000	€ 21,000	176,000
<b>SUBTOTAL</b>	€ 2,429,000	€ 1,588,000	€ 1,254,816	€ 662,763	5,934,579
<b>In-Direct Cost (7%) - EU</b>	€ 166,014	€ 108,534	€ 85,762	€ 45,298	405,607
<b>In-Direct Cost (7%) - UNIDO</b>	€ 4,016	€ 2,626	€ 2,075	€ 1,096	9,813
<b>GRAND TOTAL</b>	€ 2,599,030	€ 1,699,160	€ 1,342,653	€ 709,157	6,350,000

Source: Project document budget

**Table 3. UNIDO budget allocation and expenditure by budget line**

Project components	Total allocation (at approval)	Total expenditure (on 28.02.23)	
	Euro	Euro	%
BL11. International Expert	€ 1,857,712	€ 824,638	44
BL 15 Local Travel	€ 170,000	€ 185,275	108
BL16. Staff travel	€ 90,000	€ 16,237	18
BL17. Local experts	€ 1,131,867	€ 1,069,601	94
BL21. Subcontracts	€ 1,417,000	€ 1,052,454	74
BL30. Local trainings	€ 332,000	€ 261,620	78
BL35. International trainings	€ 110,000	€ 8,957	8
BL43. Facilities	€ 160,000	€ 135,282	84
BL45. Equipment	€ 490,000	€ 348,048	71
BL51. Miscellaneous	€ 176,000	€ 154,829	87
<b>TOTAL</b>	€ 5,934,579	€ 4,056,941	68%
<b>In-Direct Cost (7%) - EU</b>	€ 405,607	€ 280,371	
<b>In-Direct Cost (7%) - UNIDO</b>	€ 9,813	€ 3,614	
<b>GRAND TOTAL</b>	€ 6,350,000	€ 4,340,927	

Source: Project document and UNIDO Project Management ERP database as of 28.02.2023

**Table 4. UNIDO budget allocation and expenditure by component**

Project components	Total allocation (at approval)		Total expenditure (on 28.02.23)	
	Euro	%	Euro	%
Output 1: Coordinate	€ 566,142	10%	€ 254,744	45.00%
Output 2: Compete	€ 1,118,142	19%	€ 810,239	72.46%
Output 3: Conform	€ 1,359,668	23%	€ 715,230	52.60%
Output 4: Connect	€ 673,142	11%	€ 493,425	73.30%
Output 5: Credit	€ 1,089,810	18%	€ 872,184	80.03%
Project Management and Monitoring	€ 1,127,674	19%	€ 911,119	92.27%
<b>Total Direct Costs EU</b>	<b>€ 5,934,579</b>		<b>€ 4,056,941</b>	<b>68%</b>
<b>In-Direct Cost (7%) - EU</b>	<b>€ 405,607</b>		<b>€ 280,371</b>	
<b>In-Direct Cost (7%) - UNIDO</b>	<b>€ 9,813</b>		<b>€ 3,614</b>	
<b>GRAND TOTAL</b>	<b>€ 6,350,000</b>		<b>€ 4,340,927</b>	

Source: Project document and UNIDO Project Management ERP database as of **28.02.2023**

## II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the independent evaluation is to assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in **February 2019** to the estimated completion date in **January 2024**.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

## III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight<sup>4</sup>, the UNIDO Evaluation Policy<sup>5</sup>, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>6</sup>, and the UNIDO [Evaluation Manual](#).

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

<sup>4</sup> UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

<sup>5</sup> UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

<sup>6</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

The evaluation will use a theory of change approach<sup>7</sup> and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The evaluation team will review the ToC that was reconstructed by the ET of the Mid-term evaluation: assess its validity and, if necessary, reconstruct a revised theory of change, to identify the causal and transformational pathways from the outputs to outcomes and longer-term impacts. It also aims at identifying drivers as well as barriers to achieve intended results/outcomes.

## 1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
  - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
  - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
  - UNIDO Management and staff involved in the project; and
  - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in August 2023.
  - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
  - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods: will be used to the extent possible.

## 2. Evaluation key questions and criteria

The key evaluation questions are the following:

1. How well has the project performed in terms of relevance, coherence, effectiveness, efficiency, sustainability gender and other cross-cutting issues (environmental and social safeguards, human rights)?
2. To what extent does the project generate or is expected to generate higher-level effects (impact)?
3. What are the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved?
4. To what extent will the achieved results and benefits be sustained after completion of the project?
5. What are the key drivers and barriers to achieve the long term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
6. Has the project addressed cross-cutting issues (environmental and social safeguards, human rights and disability)?

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<sup>7</sup> For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

7. What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
8. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?
9. Have the recommendations from the mid-term evaluation been addressed/implemented?

The ET will further revise the evaluation questions and develop an evaluation matrix in the inception report.

The table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

**Table 5. Project evaluation criteria**

#	Evaluation criteria	Mandatory rating
<b>A</b>	<b>Progress to Impact</b>	<b>Yes</b>
<b>B</b>	<b>Project design</b>	<b>Yes</b>
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
<b>C</b>	<b>Project performance and progress towards results</b>	<b>Yes</b>
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
<b>D</b>	<b>Gender mainstreaming</b>	<b>Yes</b>
<b>E</b>	<b>Project implementation management</b>	<b>Yes</b>
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
<b>F</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	<b>Yes</b>
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
<b>H</b>	<b>Overall Assessment</b>	<b>Yes</b>

### **Performance of partners**

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

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

### 3. Rating system

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

**Table 6. Project rating criteria**

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

## IV. EVALUATION PROCESS

The evaluation will be conducted from [May 2023] to [October 2023]. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review (if needed);
- 4) Field mission and debriefing to key relevant stakeholders in the field;

- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website (by EIO/IEU).

## V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from [May 2023] to [October 2023]. The evaluation field mission is tentatively planned for [Second half of August 2023]. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will visit UNIDO Headquarters for debriefing and presentation of the preliminary findings of the terminal evaluation. Online presentation is to be arranged in case the visit cannot take place. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit and other stakeholders for comments.

The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/EIU standards.

**Table 7. Tentative timelines**

Timelines	Tasks
May	Desk review
June - July	<ul style="list-style-type: none"> <li>• Preparation of Inception report (incl. evaluation matrix)</li> <li>• Online briefing with UNIDO project manager and the project team based in Vienna.</li> </ul>
Second half of August	<ul style="list-style-type: none"> <li>• Data collection, incl. interviews, Field visit to Ghana</li> <li>• Presentation to national stakeholders</li> </ul>
September	<ul style="list-style-type: none"> <li>• Debriefing in Vienna or online</li> <li>• Preparation of first draft evaluation report</li> </ul>
October	<ul style="list-style-type: none"> <li>• Internal peer review of the report by UNIDO’s Independent Evaluation Unit and factual validation by other stakeholders</li> <li>• Incorporation of comments to draft evaluation report</li> </ul>
October	Final evaluation report

## VI. EVALUATION TEAM COMPOSITION

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

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

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

The UNIDO Project Manager and the project management unit in Ghana will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national

project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

## VII. REPORTING

### **Inception report**

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, an inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>8</sup>.

### **Evaluation report format and review procedures**

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

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

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

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

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<sup>8</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

## VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

## Annex 1: Project Logical Framework

	Intervention logic	Objectively verifiable indicators	Baseline	Sources of verification	Assumptions
Development goal/impact	To enhance Ghana's trade capacity and export performance in Cassava, Fruit (mangoes and pineapple) and Cosmetics and Personal-Care Products and drive employment generation and socio economic development.	Quantity (tonnage) increase in export per sub-sector	Current export per sector Gari 3 MT, Ethyl alcohol 7 MT  677,000 (MT) pineapple 98,477 (MT) mango * Cosmetics not available	<ul style="list-style-type: none"> <li>- Reports and statistics</li> <li>- Project monitoring and evaluation reports</li> <li>- Project report</li> <li>- Sector's competitiveness analysis</li> <li>- VCA report</li> <li>- Global competitiveness report/ World Economic Indicators</li> </ul>	
		No. of products accessing new (international) market	Data to be collected during project Implementation, with project beneficiaries		
		No. of SMEs accessing new (international) markets Increase in jobs created in the supported SMEs	Data to be collected during project Implementation, Data to be collected in the diagnostic studies		
Outcome(s) /immediate objective(s)	SMEs and Intermediate organizations (Fruits, Cassava and Cosmetics and Personal-Care Products value chain) have increased capacity to produce quality products acceptable to the regional and international markets and integrated into the global VCs.	No. of clusters, networks and consortia putting in place collective actions (TARGET: at the least one per value chain)	2 (1 Shea cluster and 1 cassava cluster)	<ul style="list-style-type: none"> <li>- CAB records of clients;</li> <li>- Clusters export reports;</li> <li>- GEPA</li> <li>- VCA report</li> <li>- Project reports</li> </ul>	<ul style="list-style-type: none"> <li>- Government is committed to enhancing quality and providing necessary resources (human and financial) for achieving objectives and sustainability of the beneficiary institutions;</li> <li>- Effective participation of the target beneficiaries in the planned project activities and in accordance to the set</li> </ul>
		% Increase of quality infrastructure services	2 (food, fruits and Juice labs)		
		50% of increase in accredited labs scopes by the end of the project;	10 scope of accredited test		
		% increase sales of products from the selected VCs (TARGET: 5%);	USD\$ 28 million (fruits) USD\$ 10M (Cassava)		

		No. of SMEs with greater access to finance (TARGET: 20, 20% of women owned enterprises)	0 (we consider the SMEs having access to the subcontracting matching scheme)		timeline; - Participating beneficiaries keeping good business record and willing to make them available to the project team.
Outputs (results)	Output 1: Sector dialogue improved and strategic advice provided to increase value chain development	1 VCSC established for each value chain to improve sector dialogue, provide strategic advice and increase VC development Strategic advice provided by the VCSC to the development of the SEMP	1 (only for Mango)	- Minutes of meetings - No. of agreements or policies created - VC reports - export markets and plans for each value chain	- Government is committed to enhancing quality and providing necessary resources (human and financial) for achieving objectives and sustainability of the beneficiary institutions. - Effective participation of VCSC members
Activities: Output 1	1.1 Create awareness and build capacity of public or private sector to own and host the VCSC	6 co-financed awareness sessions			
	1.2 In depth VC analysis and presentation of results for each VC	3 strategic diagnostics developed (1 per VC)			
	1.3 Development of strategic VC diagnosis				
	1.4 Establishment of VCSCs to support development and implementation of policies and strategies for VC development.	3 VCSC established (1 per VC)			
	1.5 Improve regional linkages and participation in the respective regional VCs	8 participants (20% women) per VC to regional committees (per meeting)			
	1.6 Regular meetings to address VCs challenges, monitor actions and identify possible solutions	2 meetings per year (per VC)			

Outputs (results)	Output 2: Intermediate organisations have greater capability for Value Chain cluster development and clustered SMEs upgraded over the whole production and value addition process	<p>At least 3 clusters / network established and have developed collective action plans (20 % of women involved in the networks)</p> <p>Number of institutions with the capacity to apply the UNIDO cluster methodology and supporting local networks (TARGET: at the least 3 institutions (20% women)</p> <p>Number of companies with the capacity to apply the upgrading, promotion, innovation training principles (TARGET: 20, 20% of women owned companies)</p>	<p>0</p> <p>0</p> <p>0 (we consider the SMEs supported in these fields by the project)</p>	<p>- Project reports</p> <p>- Training material</p> <p>- List of participants and certificates awarded</p> <p>- Expert reports</p>	<p>- Participating SMEs are committed to improvement and will make available the required resources to maintain the improved operational practices and process/management systems.</p> <p>- Stakeholders and beneficiaries support the activities</p> <p>- Intermediate organisations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building.</p> <p>- There is absorption capacity of the selected beneficiaries.</p>
Activities: Output 2	2.1 Diagnosis of intermediate organisations to assess their technical capacity and determine their capability and mandate to support SMEs	At least 1 gap assessment report(s) per value chain finalized			
	2.2 Training on UNIDO cluster methodology, establishment of a database of potential Cluster Development Agents (CDAs) and training a pool of NE to become national CDAs	20 brokers (20% women) and CDAs trained on UNIDO cluster and network methodology			

	2.3 Strengthening the capacities of intermediary organisations to facilitate intra cluster exchanges and collective efficiency) and facilitate the setup of efficient clusters (e.g. production, marketing, export consortia)	At the least 2 clusters or networks established for each value chain			
	2.4 Support to institutions to improve their service delivery and promote collective support upgrading schemes (such as models of contract farming, technologies sharing, packaging improving, use of recyclables, resource efficiency improvement, tooling and small equipment/machinery modernisation to comply with GMP, etc.)	2 supported institutions have improved their service delivery			
	2.5 Training to improve Good Agricultural Practices (GAP) for primary producers	50 SMEs (20% women owned enterprises) trained			
	2.6 Provide training and capacity building on technical and managerial arrangements of targeted clusters	50 SMEs (20% women owned enterprises) trained			
	2.7 Improve and expand service delivery of the business support organisations also through agreement matching schemes	8 successfully matched agreements			

	2.8 Support networks of SME's in the implementation of activities for their upgrading by delivering trainings, upgrading existing technologies, promoting innovative business ideas, etc.	3 Trainings delivered targeting essential topics for SMEs upgrading, innovation and market access			
	2.9 Identify and support the participation of SMEs in clusters and networks	20 SMEs (20% women owned enterprises) participating in clusters			
Outputs (results)	Output 3: Quality and Innovation of Intermediate Organizations strengthened and SME's compliance with standards, quality management and innovation is enhanced	<p>No. of institutions upgraded to implement international best practices (QI) (TARGET: 2 strengthened = FDA and GSA)</p> <p>Number of standards revised / developed &amp; promoted (TARGET: 20)</p> <p>50 SMEs (20% women owned enterprises) implementing GMPs/FDA/GSA</p>	<p>2</p> <p>30 standards</p> <p>50 (FDA Registration) 50 (GSA Certification)</p>	<ul style="list-style-type: none"> <li>- Project progress reports</li> <li>- Official publication of new standards</li> <li>- Progress reports from participating laboratories</li> <li>- Internal audit reports</li> <li>- Application for accreditation submitted</li> <li>- Agreement with SMEs and other VC members which receive technical support</li> <li>- Expert reports</li> <li>- Reports on activities organized</li> <li>- Presentation material</li> <li>- Attendance records and certificates awarded</li> <li>- Test reports</li> <li>- Calibration certificates</li> <li>- Quality management system certificates</li> </ul>	<ul style="list-style-type: none"> <li>- Targeted beneficiaries have technical personnel available, commit and effectively participate in the planned project activities in accordance to the set timelines.</li> <li>- There is absorption capacity of the selected beneficiaries.</li> <li>- Producers, exporters, other stakeholders from the selected VCs are committed to comply with standards.</li> <li>- Intermediate organisations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building.</li> <li>- Stakeholders and beneficiaries support the activities</li> </ul>
Activities: Output 3	3.1 Assessment of quality needs along the VCs for enterprises and conformity assessment bodies (CABs)	<p>3 assessment report(s) of quality needs along the VC</p> <p>5 organizations assessed</p>			

(laboratories, certification, calibration)				
3.2 Development and implementation of plans to improve the national quality system and infrastructure (including standardization, accreditation, certification) required by the targeted VCs	3 plans developed to improve NQ system (1 per value chain)			
3.3 Support to CABs to achieve accreditation or expand scopes of accreditation	3 laboratories (scopes) prepared (ready for accreditation)			
3.4 Development and dissemination of standards required through workshops, direct training and technology transfer (ensuring VC actors are implementing them correctly); Including training to extension officers to assist producers to implement the right standards	15 standards revised/developed 15 standards promoted and integrated into selected value chains 5 relevant standards developed for new products 2 extension officers per value chain trained and have delivered training to 500 no. of farmers			
3.5 Trainings (national or international) to a pool of national experts on specific practices (e.g. quality management, product quality, manufacturing, food safety, organic)	5 trainings delivered (20% women) 30 national experts trained (20% women)			
3.6 Training of processors to work in compliance to relevant quality and market standards; assistance to	10 trainings delivered People trained (including 20% women)			

	primary producers to produce according to GAP;				
	3.7 Training of producers and agric extension officers to assist producers to implement the right standards;	30 extension officers trained (20% women)			
	3.8 Procurement and installation of laboratory equipment and metrology;	Relevant laboratory equipment procured for identified scopes			
	3.9 Improve and expand service delivery of the business support organisations also through agreement matching schemes.	3 successfully matched agreements			
	3.10 Support certification such as Global Gap Ecocert and ISO, etc. and FDA registration for small industry players;	10 Certifications obtained			
	3.11 Training /coaching of VC actors and experts in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment	12 trainings delivered (20% women) (in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment)			
	3.12 Assistance to processors to implement Good Manufacturing Practices (GMP) and assistance to primary producers to produce according to Good Agricultural Practices (GAP)	30 SMEs (20% women owned enterprises) that have implemented GMPs			
	3.13 Support to the selected sectors to comply with regional and	20 SMEs (20% women owned enterprises) that have implemented relevant QMS			

	international standards (e.g. relevant quality, market, worker/labour, health & safety, environmental, sustainability standards, etc.)				
	3.14 Training a pool of specialists on relevant QMS and provide trainings and study tours to increase the competence of national experts	3 trainings delivered for 10 specialist (20% women) 2 Study Tours conducted (20% women participants if applicable)			
	3.15 Building technological capacity for SMEs to upgrade their processing expertise. This will include bringing experts, local or international, to help improve processing techniques	10 SMEs (20% women owned enterprises) supported on Technology knowledge			
Outputs (results)	Output 4: Intermediate organisations are strengthened and SMEs have greater marketing capacities to access regional and international VCs	3 Sector Export Marketing Plans developed per value chain (1 per VC)  Number of new commercial contacts established (TARGET: 50)	0  0	- No. of SMEs branded tools and publications produced - Agreements with SMEs and other VC members to receive technical support - Reports on activities organized - Presentation material - Attendance records and certificates awarded	- Intermediate organisations contribute to the planned activities - There is absorption capacity of the selected beneficiaries - Intermediate organisations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building.
Activities: Output 4	4.1 Support the design of information systems including trade advisors' networks, technological intelligence and market	3 relevant technical information available online at GEPA for each of the sectors (1 per VC)			

	analysis, trade information portals and online platforms				
	4.2 Coaching and capacity building of GEPA staff	3 trainings conducted (20% women) Curricula developed for export school			
	4.3 Support GEPA in product visibility through participation and organisation of national and international exhibitions, fairs and B2B events	4 trade fairs facilitated for the selected industries			
	4.4 Support GEPA and stakeholders in developing Sector Export Marketing Plans (SEMP) for the selected VCs	3 Sector Export Marketing Plans (SEMP) developed (1 per VC)			
	4.5 Support GEPA in streamlining its internal organisation (as per its strategic plan) and in enhancing its service portfolio targeted to the three VCs (and others), pending the outcome of the SEMPs	1 internal organization plan (to include gender strategy if applicable) streamlined to strategic plan available			
	4.6 Improve and expand service delivery of the business support organisations also through agreement matching schemes	1 successfully matched agreement			
	4.7 Link SMEs to processors linked to international markets by actively advertising SMEs and their products on the GEPA Market Hub. Key staff in different	12 selected products/producers promoted through Export Promotion Authority			

	companies will be as well assisted to access the GEPA Market Hub and access relevant markets				
	4.8 SMEs will be sponsored to participate in relevant international fairs and the increase in market share accrued due to the participation in these fairs will be monitored.	10 SMEs (20% women owned enterprises) selected for participation  3 technical publications/brochures/leaflets developed (1 per VC)  Export readiness checker developed			
	4.9 Assistance through workshops to introduce processors to international market requirements	3 workshops delivered (1 per VC) (20% women)			
Outputs (results)	Output 5: SME's are linked to financial institutions	Number of supported associations, clusters and institutions (TARGET: 15, 20% of women owned enterprises)  Number of upgrading, quality and market access activities funded through the sub-contracting matching scheme (TARGET: 15)	0  0 (we consider the SMEs having access to the subcontracting matching scheme)	- Brochures or advertising material of financial schemes developed - List of participants	- Financial institutions offer appropriate and affordable financial services to SMEs and clusters of targeted VC - SMEs are interested in accessing credits
Activities: Output 5	5.1 Assessment of offer and demand of financial instruments	1 mapping of Financial instruments prepared			
	5.2 Linking financial institutions to clusters and support efficient use of the government credits and guarantee schemes.	20 SMEs (20% women owned enterprises) linked to financial/ investment institutions			
	5.3 Accompany Financial Institutions when necessary to offer appropriate and affordable financial services to	3 specific collective financial or support schemes developed and in place			

	SME's and clusters of targeted VCs;				
	5.4 Benchmarking with international best practices	2 best practices adopted by institutions			
	5.5 Awareness building of SMEs on financial instruments, promotion and support of financing expos for SMEs	4 awareness sessions/ training on financial instruments conducted (20% women)			
	5.6 Management and coordination of Agreements/sub-contracts through coordination unit responsible for agreement evaluation, monitoring, awarded and follow-up.	2 bid requests (per year)*			
	All data will be sex-disaggregated where applicable. * Subject to funds available				



## Annex 2: Job descriptions



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

<b>Title:</b>	Senior evaluation consultant, team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna (to be confirmed), Austria and to Ghana
<b>Start of Contract (EOD):</b>	01/06/2023
<b>End of Contract (COB):</b>	30/10/2023
<b>Number of Working Days:</b>	32 working days spread over the above mentioned period

### 1. ORGANIZATIONAL CONTEXT

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

### 2. PROJECT CONTEXT

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

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> <li>- Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</li> <li>- Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</li> <li>- Determine key data to collect in the field and adjust the key data collection instrument if needed.</li> <li>- In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusted table of evaluation questions,;</li> <li>• Draft list of stakeholders to interview during the field missions.</li> <li>• Identify issues and questions to be addressed by the local technical expert</li> </ul>	4 days	Home-based
<ul style="list-style-type: none"> <li>- Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</li> <li>- Provide guidance to the national evaluator on activities to be undertaken</li> <li>- Prepare division of tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>• Agreement with national evaluator on division of tasks</li> </ul>	2 days	Home based
<ul style="list-style-type: none"> <li>- Online Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>• Division of evaluation tasks with the National Consultant.</li> </ul>	1 day	Through skype
<ul style="list-style-type: none"> <li>- Conduct field mission to Ghana<sup>9</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct meetings with relevant project stakeholders,</li> </ul>	12 days	(specific project site to be

<sup>9</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	beneficiaries, etc. for the collection of data and clarifications; <ul style="list-style-type: none"> <li>• Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission.</li> </ul>		identified at inception phase)
<ul style="list-style-type: none"> <li>- Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR;</li> <li>- Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft evaluation report.</li> </ul>	10 day	Home-based
<ul style="list-style-type: none"> <li>- Present overall findings and recommendations to the stakeholders at UNIDO HQ (online)</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation on preliminary findings, recommendations and conclusions.</li> </ul>	1 day	Vienna, Austria
<ul style="list-style-type: none"> <li>- Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and other stakeholders and edit the language and form of the final version according to UNIDO standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Final evaluation report.</li> </ul>	2 day	Home-based

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

##### Education:

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

##### Technical and functional experience:

- Minimum of 15-20 years’ experience in evaluation of development projects and programmes
- Experience in the evaluation of projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

##### Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

**Absence of conflict of interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

**REQUIRED COMPETENCIES****Core values:**

**WE LIVE AND ACT WITH INTEGRITY:** work honestly, openly and impartially.

**WE SHOW PROFESSIONALISM:** work hard and competently in a committed and responsible manner.

**WE RESPECT DIVERSITY:** work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

**Core competencies:**

**WE FOCUS ON PEOPLE:** cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

**WE FOCUS ON RESULTS AND RESPONSIBILITIES:** focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

**WE COMMUNICATE AND EARN TRUST:** communicate effectively with one another and build an environment of trust where we can all excel in our work.

**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

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

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within Ghana
<b>Start of Contract:</b>	06/2023
<b>End of Contract:</b>	31/10/2023
<b>Number of Working Days:</b>	30 days spread over the above mentioned period

**ORGANIZATIONAL CONTEXT**

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

**PROJECT CONTEXT**

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

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Desk review  Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key	Evaluation questions, questionnaires/interview guide,  A stakeholder mapping, in coordination with the project team.	4 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
data to collect in the field and prepare key instruments in English);			
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<p>Report addressing technical issues and question previously identified with the Team leader</p> <p>Tables that present extent of achievement of project outputs</p> <p>Brief analysis of conditions relevant to the project</p>	6 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during the field missions.</p>	2 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<p>Contribute to presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	12 days (including travel days)	In
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.</p>	<p>Part of draft evaluation report prepared.</p>	6 days	Home-based

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

**Technical and functional experience:**

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

**Languages:** Fluency in written and spoken English and in at least one of the Ghanaian local languages is required.

**Absence of conflict of interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

**REQUIRED COMPETENCIES**

**Core values:**

**WE LIVE AND ACT WITH INTEGRITY:** work honestly, openly and impartially.

**WE SHOW PROFESSIONALISM:** work hard and competently in a committed and responsible manner.

**WE RESPECT DIVERSITY:** work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

**Core competencies:**

**WE FOCUS ON PEOPLE:** cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

**WE FOCUS ON RESULTS AND RESPONSIBILITIES:** focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

**WE COMMUNICATE AND EARN TRUST:** communicate effectively with one another and build an environment of trust where we can all excel in our work.

**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

## **Annex 3. Outline of an in-depth project evaluation report**

### **Project factsheet**

#### **Executive summary (maximum 3-5 pages)**

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

#### **Introduction**

- 1.1. Evaluation objectives and scope
- 1.2. Overview of the Project Context
- 1.3. Overview of the Project
- 1.4. Theory of Change: assessment of the intervention logic
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

#### **2. Project assessment**

##### **2.1. Project's contribution to Development Results - Effectiveness and Impact**

- 2.1.1. Project's achieved results and overall effectiveness (output and outcome levels)
- 2.1.2. Progress towards impact (economy, environment, social)
  - 2.1.2..1. Behavioral change
  - 2.1.2..2. Broader adoption
- 2.1.3. Unintended impacts and trade-offs (economic, environmental, social)

##### **2.2. Project's quality and performance**

- 2.2.1 Design
  - 2.2.1.Relevance
  - 2.2.2.Coherence
  - 2.2.3.Efficiency
  - 2.2.4.Sustainability
  - 2.2.5.Gender mainstreaming
  - 2.2.6.Environmental impacts
  - 2.2.7.Human rights and social impacts

#### **3. Performance of Partners**

- 3.1 UNIDO
  - 3.1. National counterparts
  - 3.2. Implementation partners/subcontractors
  - 3.3. Donor

#### **4. Factors facilitating or limiting the achievement of results**

- 4.1 Monitoring & evaluation
  - 4.1. Results-Based Management
  - 4.2. Other factors
  - 4.3. Overarching assessment and rating table

#### **5. Conclusions, recommendations, and lessons learned**

- 5.1 Conclusions
  - 5.1. Recommendations

5.2. Lessons learned

5.3. Good practices

**Annexes**

- Evaluation Terms of Reference
- Evaluation framework/matrix
- List of documentation reviewed
- List of stakeholders consulted and sites visited
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

## Annex 4. Quality Checklist

Project Title:

UNIDO Project No. /ID:

Evaluation team leader:

Quality review done by:

Date:

Quality criteria		UNIDO EIO/IED assessment notes	Rating
1.	The inception report is well structured, logical, clear and complete		
2.	Was the evaluation report well-structured and timely? (Clear language, correct grammar, clear and logical structure)		
3.	The report presents a substantive description of the 'object' of the evaluation.		
4.	The evaluation's purpose, objective and scope are clearly defined.		
5.	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed.		
6.	Findings respond directly to the evaluation criteria and evaluation questions. They are clearly formulated and based on evidence derived from data collection and analysis.		
7.	Conclusions presented are based on findings, are substantiated by evidence and present strengths and weaknesses.		
8.	Recommendations are relevant to the evaluation object and purpose and supported by evidence and conclusions.		
9.	Report includes a section on lessons learned.		
10.	The report adequately addresses a) gender mainstreaming, b) human rights & social impacts and c) environmental issues		

### 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.