



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**TERMS OF REFERENCE**

**Independent terminal evaluation of project**

**Agro-technology development for economic growth in  
South and Central Somalia**

**UNIDO ID: 170097**

**OCTOBER 2022**

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## I. PROJECT BACKGROUND AND CONTEXT

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

<b>Project title</b>	Agrotechnology development for economic growth in South and Central Somalia
<b>UNIDO ID</b>	170097
<b>Country (ies)</b>	Somalia
<b>Project donor(s)</b>	Italian Agency for Development Cooperation  on behalf of the Ministry of Foreign Affairs and International Cooperation of the Italian Republic – Directorate General for Development Cooperation  UNDP
<b>Project approval date</b>	09.05.2018 plus, addendum for additional UNDP contribution on 2-4 December 2020.
<b>Planned project start date (as indicated in project document)</b>	November 2017, upon arrival of funds
<b>Actual projects start date (First PAD issuance date)</b>	29.08.2018 (Actual activities started on Jan 1 <sup>st</sup> , 2019)
<b>Planned project completion date (as indicated in project document)</b>	31.10.2020
<b>Actual project completion date (as indicated in UNIDO ERP system)</b>	30.06.2022
<b>Project duration (year):</b> <b>Planned:</b> <b>Actual:</b>	2 years and 2 months 01.11.2017 - 31.12.2019 (26 months) 1.01.2019 - 31.12.2021 (36 months)
<b>Implementing agency (ies)</b>	UNIDO
<b>Government coordinating agency</b>	Ministry of Commerce and Industry of the Federal Government of Somalia
<b>Executing Partners</b>	Jubaland State Ministry of Commerce and Industry South-West State Ministry of Commerce and Industry Somalia Chamber of Commerce & Industry Jubaland Chamber of Commerce & Industry South-West State Chamber of Commerce & Industry International Bank of Somalia – IBS Bank
<b>Donor funding</b>	USD 3,200,090 (Italy/AICS + UNDP)*
<b>UNIDO input (in kind)</b>	1.187,000 USD (Reused and returned funds from the credit facility first round of utilization)
<b>Total project cost, excluding support costs</b>	USD 4,387,090 (Italy + UNDP + revolving funds)
<b>Mid-term review date</b>	None done
<b>Planned terminal evaluation date</b>	January- February 2023

(Source: Project document, UNIDO ERP system - \*Exchange rate: 1 Euro = 1 USD)

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

## 2. Project context

The project “Agrotechnology development for economic growth in south and central Somalia” was designed to assist the revival of productive sectors in Central and South Somalia regions by establishing a network of three Agro-technology and Enterprise development units to support Somali businesses in starting, rehabilitating and upgrading agro-industrial operations, accessing new technologies, markets and financing facilities. In addition, the project aimed to provide technical assistance for the delivery of technical and vocational skills trainings to meet the local needs of mechanization, production of tools, and in installing, operating, maintaining and repairing old agro-industrial equipment. In order to assist the entrepreneurs trained and counselled by the EDUs in establishing/expanding their business, a credit facility was established within the project that could offer business friendly credit.

Overall, the project aims at increasing the potential for economic opportunities and job creation in the productive sectors of the Central and Southern regions of the Somalia by focusing on four key actions:

- i) promotion of agro-technology upgrading and entrepreneurship development;
- ii) delivery of vocational and technical skill trainings;
- iii) facilitate access to technology, markets, and finance; and
- iv) provide institutional support in agro-industrial technology transfer, investment promotion, entrepreneurship development.

Prolonged instability in Somalia has inhibited the economic growth potential of Somalia. The country’s 25-year conflict has seen the destruction of key economic infrastructure; government buildings, public facilities, roads, and transportation and communication networks have been destroyed or severely damaged. **Somalia is emerging from a legacy of two and half decades of cycles of violent conflict and fragility.** Against immense challenges, reforms to economic and public financial management are setting new standards for the Government, and sustainable and inclusive development for the country.

Developing productive capacities is the key to achieving sustained economic growth. Productive capacities develop within a country through three closely interrelated processes: capital accumulation, technological progress and structural change. Capital accumulation is the process of maintaining and increasing stocks of natural, human and physical capital through investment. Achieving technological progress is the process of introducing new goods and services, new or improved methods, equipment or skills to produce goods and services, and new and improved forms of organizing production through innovation.

Economic growth required for eradication of poverty and the achievement of the other associated SDGs thus depends on capital accumulation (investment) and technological change going hand in hand. Investment in plant and machinery, with its impulse of new ideas and technologies, contributes to productivity growth, as do technological progress, upgrading and diffusion. Domestic and Foreign Direct Investment (FDI) in particular is an important driver of industrial performance, as it is expected to improve directly industrial productivity growth by infusing new capital, technologies and managerial know-how, and by improving the average skills and efficiency levels of industry.

The project aimed to particularly build upon the experience and numerous lessons learned from earlier UNIDO crisis and post-crisis projects, especially those that have been implemented in Somalia and Iraq.

Particularly in Somalia, while primarily working throughout northern Somalia (Somaliland) and in Kismayo (Jubaland), UNIDOs technical assistance interventions have focused on:

- Delivering good quality technical and livelihoods skills trainings to various at-risk and target beneficiary groups;
- Strengthening the ability and engagement of national counterparts to lead and manage local economic development initiatives;
- Revitalizing micro and small-scale enterprises through civil upgrades, management training, technology transfers, and linking technical skills upgrading to emerging markets and opportunities;
- Restoring a functional base for peace and community stabilization through increasing the engagement of youth, women, and focal leaders in community development initiatives.

With this project UNIDO has assisted the revival of productive sectors in Central and South Somalia regions by establishing a network of three enterprise development units (EDU), hosted by the federal and member states Somali Chamber of Commerce network, to support Somali businesses in starting, rehabilitating, and upgrading their productive sectors operations, particularly by accessing new technologies, markets, market-based skilled labour and financing solutions. The project has been implemented in close collaboration of the Ministry of Commerce and Industry, both at federal and at state level.

The project also supported labour force response to market needs through market based vocational and technical skills training focusing on 3 value chains - agriculture, fishery and livestock – identified based on a detailed skill gaps analysis assessment undertaken by the project team and national sector expert identified in the government, private sector, development field and academia.

One third of the project budget was allocated setting up 2 credit facilities to facilitate to provide improved access to finance for project-supported entrepreneurs, as follows:

- a Credit Facility for SMEs of 800,000 Euro (loans between \$ 5,000 and \$100,000) and
- the Micro-finance Fund of 200,000 Euro (microcredit loans between \$ 500 and \$5,000).

On top of this, in 2021, UNDP funds UNIDO to set up a third facility to offer financial assistance to EDU's supported SME of a 4th Enterprise Development Unit, established by a new and separate UNIDO project (SAP ID 190362 - Productive sector development joint Programme) in Beledwyne. The additional funding helped establish a Credit Facility for SMEs of \$ 187,000 (loans up to \$25,000). This additional 3rd facility was funded by UNDP through a UN2UN agreement in recognition of the good work executed by UNIDO in this field of operations and the fact that UNDP was – for a variety of reasons - unable to set-up a facility on their own

**In January 2021**, the government requested Italy for additional funds for technical and financial assistance for SMEs to be earmarked by Italy in the UN-MPTF for productive sector development joint Programme activities implemented by UNIDO. They also requested two new EDUs a network of 4 EDUs (with the fourth EDU established within the PSDP in December 2020). In addition, they asked for additional financing for the credit facility working to support the EDU network. The funds originally planned to be made available to the PSDP **by 1 January 2022**, became available to UNIDO only on May 25<sup>th</sup> 2022. UNDP also decided to expand their collaboration with UNIDO and increased their allocation to the PSDP. A financial contribution of USD 769,000 will fund the credit facility and the costs of the EDU network operations. With these additional contributions UNIDO will be able to reinforce the service delivery of the EDUs, and their overall quality and outreach until September 2023.

**In November 2021** the programme team, on recommendation of the team of AICS Somalia (Donor) requested an extension of the project 170097 until June 30<sup>th</sup>, 2023. The extension became necessary to provide administrative coverage to the two contracts - due to expire on Nov. 2021 – with the IBS Bank. The Bank has been responsible for managing the 2 project credit facilities, since August 2020. In this last extension IBS Bank was asked to revolve the full amount of EUR 1,000,000 to the EDU SMEs.

As per project document, it was originally planned to return the funds back to UNIDO at the end of the contractual period and use the returned fund for another technical assistance project intervention in Somalia, around the same theme of the project. However, it was agreed that the returned funds would generate more benefit if utilized as source of credit for SME for an additional period. A plan for the use of the funds beyond the extension will be assessed during the project evaluation and discussed with donor and counterpart in the extension period.

On this basis an extension was requested and formally approved by the donor, and mandated to complete the following tasks:

- extend the financial assistance component of the ongoing project by renegotiating the 2 ongoing contracts with IBS Bank and request IBS Bank to revolve one more time the capital amount of Euro 1 m. currently deployed into an SME credit facility (Euro 800,000) and a microcredit fund for MSME (Euro 200,000)

- Ensure access to finance to at least 80 MSME (min 20 SME within the SME fund, and min. 60 within the microcredit fund) clients of the Enterprise Development units in Kismayo, Baidoa and Mogadishu, that, as of Jan. 1<sup>st</sup> 2022 (de facto delay until July 2022) are going to be supported by a parallel project

### 3. Project objective and expected outcomes

The main objective of the project is to **“Alleviate poverty and contribute to acceleration of the economic development of Somalia, in an inclusive and sustainable manner, and with particularly emphasis towards vulnerable youth and women”** (development objective)

and to **“Support the introduction of modern of agro-technology and the development of entrepreneurial capacities in the Southern and Central regions of Somalia by particularly enhancing the potential for adopting new agro-technologies stimulate investments, fostering economic opportunities and creating job creation.”** (outcome).

The following **project components** have been developed to achieve the project objectives:

**Component 1: Establishment of the 3 EDUs** – Functional institutional capabilities to support the promotion of agro-technology modernization, delivery of entrepreneurship development and vocational/technical skills trainings, and promotion of investments; (output 1)

**Component 2: Support EDUs service delivery capacity incl.** – Improved performance, including promotion of new agro-technologies, access to new markets, for existing and new MSME. (output 2)

**Component 3: Support EDUs with linking up with skills training center to** – Increase the number of sustainable jobs generated through vocational and technical skills development trainings in the MSMEs sectors. (output 3)

**Component 4: Credit facility for SMEs supported by the EDUs** - Increase in the number of local enterprises accessing a project supported revolving fund financing scheme for upgrading/ rehabilitation and/or starting new enterprises. (output 4)

**Component 5 Project independent evaluation** (output 5)

Key Expected Result Areas	
Description	Units
Fully operational Enterprise Development Units (EDUs) established to provide enterprise management trainings, business counselling, organize vocational trainings, business matchmaking, technology tie-ups, etc.	3
Provide enterprise management trainings to potential entrepreneurs/ entrepreneurs through the EDUs.	300
Provide business counselling services to potential entrepreneurs/ entrepreneurs through the EDUs.	240
Provide vocational trainings to youth and women	600
Institutional capacity building programs to train stake-holder officials. (No. of Individuals trained)	45
Number of staff trained on enterprise development (Master-trainers)	15
Number of staff trained on Agro-technology, business, financial and investment promotion & counselling	15
Amount lent or allocated as guarantee for project supported MSMEs	1 million Euro
# Of MSMEs supported on JV and TTs	60
# Of study tours organized	5

#### 4. Project implementation arrangements

**Project Steering Committee (PSC)** was established and assigned with the overall responsibility to provide strategic guidance and oversight to the programme. The PSC have been tasked to reviewed progress against targets and ensure that the project is well set towards achieving its desired objectives. It was originally set to meet annually, but the PSC is convened every 6 months to guide and mentor the project implementation. Only the last PSC meeting in 2021, is yet to be held, and is planned to be organized before the end of the project, conditional the political stability in the country and the conclusion of elections.

The PSC comprises:

- H.E. the Minister of Commerce & Industry of the FGS, or a delegated representative of the Minister (chair of the PSC)
- Representative of AICS Somalia (the Director of the AICS Somalia office)
- Project Manager and UNIDO Somalia OIC
- One representative (generally the Director Generals) of each Federal Member State from Jubaland and South West State Ministry of Commerce & Industry
- Heads of the EDUs Minutes are signed by the representatives of FGS- MoCI, Italy and UNIDO only.

The National PSC is be supported by a **Project Advisory Unit (PAU)**:

During the first PSC meeting held in July 9<sup>th</sup> 2019, it was decided to establish a technical working group – the **Project Advisory Unit** - that would support the project team in project implementation and coordination at federal member states level. The PAU was set to meet on as needed basis and ahead of each PSC. The PAU comprises:

- Chairperson - the State level DG of MoCI
- Head of the EDU,
- The Chamber of Commerce and Industry.

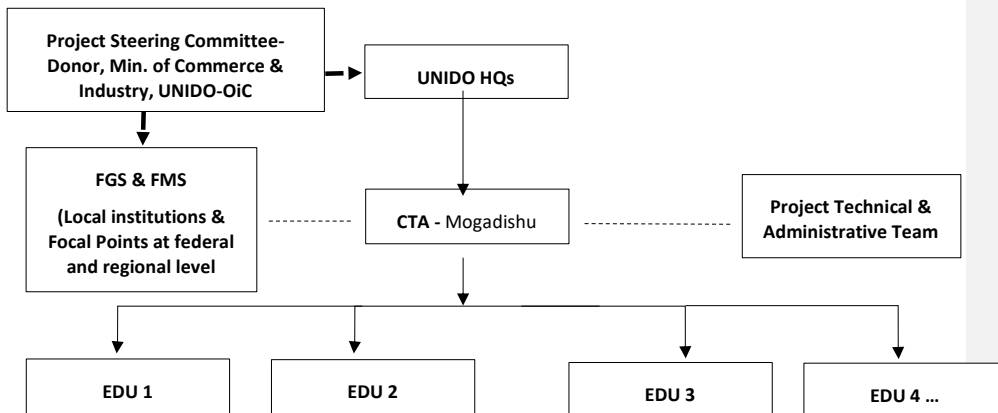
The objective of the PAU is to support the PMU in the implementation of the project, ensuring information sharing among PMU and government institutions at all times. The PAU is chaired by FGS-MoCI Director General and supported by the UNIDO national coordinator. It will be attended by all head EDUs, FMS-MoCIs Director General.

#### Program Steering Committee

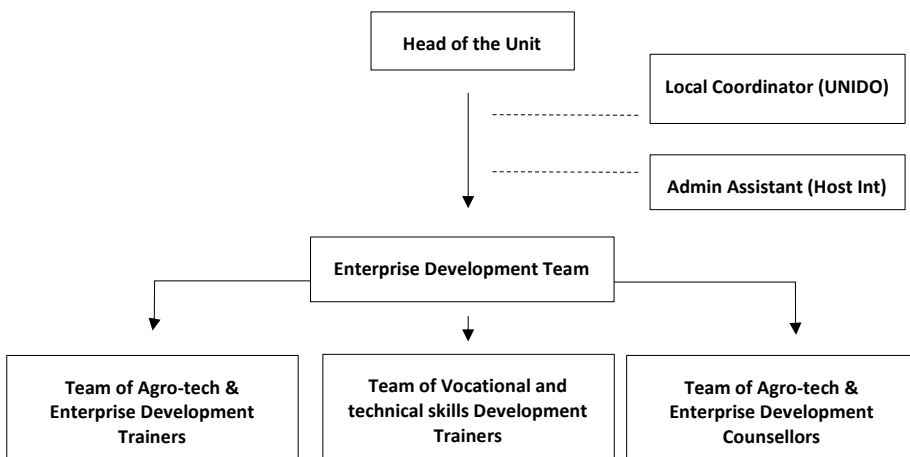


The Project Management Unit in Mogadishu headed by the Chief Technical Advisor (CTA), supported by Project Technical and Administrative team based out of Mogadishu and/or Vienna is responsible for monitoring, mentoring and evaluation and project administrative tasks. Project activities are implemented by Enterprise Development Units (EDUs) in three different locations. These units are in a host institution which has incorporated the project services into its service mandate. The EDUs are managed by a Head of the Unit, who is supported by a Project Assistant. In each of the three locations, a local coordinator from UNIDO works under the supervision of the National Coordinator. To provide guidance and monitor the work in each of the regions, a project advisory unit was established in each of the locations under the leadership of the Regional Ministry of Commerce and Industry.

**Organizational Structure of the Project**



At the level of UNIT, the project will have the following management structure.





- **HQ – UNIDO** in Vienna will monitor and support all project activities and resources based on the defined project requirements, scope and objectives.
- **Project Chief Technical Advisor (CTA):** A CTA provide overall coordination and management of project activities, resources, equipment and information, and report back to the UNIDO HQ. The CTA also liaises with the technical teams of the main government counterpart and donor on a regular basis to communicate the project status and progress. The CTA will also support UNIDO in liaising for UNCT in Somalia and the FGS and FMS for UNIDO related activities and other programming initiatives.
- **Project Technical Team:** A project enterprise development specialist have been in charge of shaping the structure of the EDUs and set-up the Trainings of Trainers, Counsellors and experts (in the scaling-up phase) as well as provide technical support by overseeing the technical disciplines involved in the project including the procurement and use of adequate equipment and vocational and skills training to meet with the technical requirements for fulfilling the project objectives; a project investment promotion specialist plays the role of facilitating technology transfer, international match-making , support in equipment sourcing etc. A national project coordinator oversees all the project execution plans, coordinates with the field teams of local coordinators and liaise with project stakeholders.

## 5. Budget information

Table 1a. Financing plan summary – Italy contribution – by Output

Project components	Italy (EUR)	UNDP (USD)	Revolved & Returned
Output 1	1,101,738		
Output 2	433,000		
Output 3	232,000		
Output 4	1,020,000	187,000*	1.187.000 USD**
Output 5	12,000		
Support Costs (7%)	196,262	13,090	0
<b>Total (EUR)</b>	<b>3,000,000</b>	<b>\$ 200,090</b>	<b>1.187.000 USD***</b>

Source: Project document

\*The funds have returned to UNIDO and should be accounted twice since the have been used twice for the same activity.

\*\* This amount includes the funds being revolved for the credit facility for a second rounds of utilization without being paid back to UNIDO by IBS Bank (1mIn EURO from the Italian contribution) plus the funds from the UNDP contribution which instead were returned to UNIDO by IBS Bank and reallocated to a second round of utilization of the credit facility.

\*\*\* Those funds were returned to UNIDO and revolved for further financing, no support cost were charged by UNIDO FIN was charged for their second round of utilization.

NB. In the financial reporting only the UNDP funds returning to UNIDO (187,000 USD) are accounted as official budget increase. The Italian portion of the facility since was not repaired back to UNIDO, does not appear in the financial reporting. The funds (1 mln Euro) have been contracted back with IBS for the second round of utilization. The agreement with IBS is defined in the ToR of the facility for a specific additional 18 months period.

Table 1b. Financing plan summary (entire project) (from open/unido.org) ex. support cost

Project components	USD value
Italy	3.000,000
IBS reused facility (Italian portion)	1.000.000
UNDP	200,090
UNDP returned funds from IBS	187.000
<b>Total (USD)</b>	<b>4.387,090</b>

Table 2. Co-Financing source breakdown

Name of Co-financier	In-kind	Cash	Total (USD)
<b>Somali Chamber of Commerce and Industry</b>	35,250 \$	50,925 \$	86,175 \$
<b>IBS Bank</b>	0 \$	228,700 \$	228,700 \$
<b>Total Co-financing</b>	35,250 \$	279,625 \$	314,875 \$

Source: Project ToR to support the operations of the 3 EDUs.

**Table 3a. UNIDO budget allocation and expenditure by budget line (ITALY only)**

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure (at completion)		Total allocation (at approval)	
							(EUR)	%	(EUR)	%
11-00	International Experts and UNIDO Technical Service	169,829	185,491	248,366	19,691	169,829	623,377	21%	718,000	24%
15-00	Local Travel	15,234	12,468	364.83	3,511	15,234	31,578	1%	50,000	2%
16-00	UNIDO Monitoring		1,102	3,355	0		4,457	0%	5,000	0%
17-00	National Experts	69,412	66,202	16,080	0	69,412	151,694	5%	331,500	11%
21-00	Sub-Contracts (Credit facility, communication and security)	58,343	1,370,843	89,456	-31,804	58,343	1,486,838	50%	1,205,000	40%
30-00	Training (ToT, ToC, ToE, Counseling hours, MSMEs financing, Study Tours, Forum)	52,197	168,569	-162.93	2,136	52,197	222,739	7%	345,000	11%
43-00	Premises	3,075	98,409	45,747	-6,121	3,075	141,110	5%	70,000	2%
45-00	Equipment (Office & Training equip., toolkits, etc.)	21,977	33,684	23,698	116	21,977	79,475	3%	55,000	2%
51-00	Sundries (security, advocacy, comms, office running costs, vehicle rental)	9,978	44,873	3,332	-1,130	9,978	62,470	2%	12,238	0%
	Of which in Independent Evaluation						19,400	1%	12,000	0%
	Agency Support Cost						196,262	7%	196,262	7%
	<b>Total</b>	<b>5,417</b>	<b>400,045</b>	<b>1,981,641</b>	<b>430,236</b>	<b>-13,601</b>	<b>3,000,000</b>	<b>100%</b>	<b>3,000,000</b>	<b>100%</b>

Source: Project document and UNIDO Project Management ERP database as of 30/06/2022

**Table 3b. UNIDO budget allocation and expenditure by budget line (UNDP only)**

Budget line	Items by budget line	Year 3	Year 5	Total expenditure (at completion)		Total allocation (at approval)	
				(USD)	%	(EUR)	%
21-00	Sub-Contracts (Credit facility, communication and security)	187,000	+187,000	374,000	186%	187,000	93%
	Agency Support Cost	13,090		13,090	7%	13,090	7%
	<b>Total</b>	200,090	+187,000	387,090	<b>193%</b>	200,090	<b>100%</b>

Source: Project document addendum and UNIDO Project Management ERP database as of 30/06/2022

Table 4a. UNIDO budget allocation and expenditure by component (ITALY ONLY)

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		EUR	%	EUR	%
1	Output 1	1,101,738	37%	1,095,603	35%
2	Output 2	433,000	15%	342,525	11%
3	Output 3	232,000	7%	226,191	7%
4	Output 4	1,020,000	34%	1,279,418	35%
5	Output 5	12,000	>1%	19,400	1%
	Support Costs	196,262	7%	196,262	7%
	<b>Total</b>	<b>E.3,000,000</b>	<b>100%</b>	<b>E.3,000,000</b>	<b>100%</b>

Source: Project document and UNIDO Project Management ERP database as of 30/06/2022

Table 4b. UNIDO budget allocation and expenditure by component (UNDP ONLY)

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		USD	%	USD	%
1	Output 4	187,000	93%	374,00	186%
	Support Costs	13,090	7%	13,090	7%
	<b>Total</b>	<b>USD.200,090</b>	<b>100%</b>	<b>USD 387,090</b>	<b>193%</b>

Source: Project document addendum and UNIDO Project Management ERP database as of 30/06/2022

## II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programme and projects in Somalia, and at large, in post-crisis settings, in SME development, technology promotion and access to finance for SME.

This independent evaluation which has, since the beginning of this exercise, been extended to June 2023. The evaluation will cover the period January 2019 to June 2022.

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) Outline findings, lessons, and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.
- (iii) Identify recommendations for the future management and use the funds allocated by the project into credit facility mechanisms.

## III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>3</sup>, and the UNIDO [Evaluation Manual](#). It will be conducted as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be consulted throughout the process. The evaluation team leader liaises with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach<sup>4</sup> and mixed methods to collect data from a range of sources and informants. It will pay attention to triangulating the data collected support its conclusions and recommendations. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change depicts the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving programme or project outcomes. The learning from this analysis will be used for the design of future projects and should enable the programme management team to use the theory of change for an effective, results-oriented approach.

### 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.
  - Relevant national policy documents on agro-technology and credit facilities
- (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

<sup>3</sup> UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

<sup>4</sup> For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

- Representatives of donors, partners, national institutions, stakeholder representatives.
- (c) **Visits** to selected project sites in [Somalia, ]partially<sup>5</sup>. The evaluation team will travel in strict accordance with the prevailing guidelines and regulations for internal travel set by the national UN Security Coordinator.
- 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 and Field data collection** methods: will be used to the extent possible.

## 2. Key Evaluation Questions and Criteria

- a) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money? Is the project fit-for-purpose?
- b) What are the project's key results (outcomes, and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent can the achieved results be sustained after project completion? For instance, how is the credit mechanism is operated and is that sustainable?
- c) What are the key drivers and barriers to achieving long-term objectives? To what extent has the project helped establish the conditions likely to address the drivers, overcome barriers and contribute to the long-term objectives?
- d) What are the key risks (e.g., in terms of financial, socio-political, institutional, and environmental risks) and how may these risks affect the continuation of results after the project ends?
- e) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing, and managing the project?

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	• Logframe	Yes
<b>C</b>	<b>Project performance</b>	
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Coherence	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
<b>D</b>	<b>Cross-cutting performance criteria</b>	
1	• Gender mainstreaming	Yes
2	• M&E:	
	✓ M&E design	Yes
	✓ M&E implementation	Yes

<sup>5</sup> If security conditions permit, the national evaluator should visit the EDUs. Otherwise, the evaluation team will conduct online interviews with EDU staff and some beneficiaries. This part of the evaluation can be omitted if local conditions are not conducive to field visits.

#	Evaluation criteria	Mandatory rating
3	<ul style="list-style-type: none"> <li>Results-based Management (RBM)</li> </ul>	Yes
<b>E</b>	<b>Performance of partners</b>	
1	<ul style="list-style-type: none"> <li>UNIDO</li> </ul>	Yes
2	<ul style="list-style-type: none"> <li>National counterparts</li> </ul>	Yes
3	<ul style="list-style-type: none"> <li>Donor</li> </ul>	Yes
<b>F</b>	<b>Overall assessment</b>	Yes

### 3. Performance of partners

The assessment of performance of partners will include the quality of implementation and execution of entities in discharging their expected roles and responsibilities. The assessment will consider 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.

### 4. Quality of Execution

(e.g., the appropriate use of funds, procurement and contracting of goods and services.)

The terminal evaluation will assess the following topics, for which **ratings are not required**:

- Need for follow-up:** e.g., in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards<sup>6</sup>:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

### 5. Rating Systems

In line with the practice of many development agencies, the UNIDO Independent Evaluation Division 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. Evaluation 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).	

<sup>6</sup> Refer to GEF/C.41/10/Rev.1 available at: [http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev\\_1.Policy\\_on\\_Environmental\\_and\\_Social\\_Safeguards.Final%20of%20Nov%2018.pdf](http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf)

Score		Definition	Category
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 [October]2022 to [January 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;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

#### V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from [October 2022 to January 2023]. The evaluation field mission is tentatively planned for end of September 2021 with an hybrid format of online meetings and in-person meetings to be held in Mogadishu, Somalia. Efforts to reach Baidoa and Kismayo will be considered based on prevailing security situation, vehicles availability in Kismayo and Baidoa, and aircraft connectivity from Mogadishu. Meetings inside Mogadishu will be possible and planned on the week prior to the meeting confirmed and taking place. At the end of the field mission, the evaluation team will present the preliminary findings for key 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 debrief UNIDO HQ through a presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted 4 to 6 weeks after the briefing session. The draft TE report will be shared with the UNIDO Independent Evaluation Manager, UNIDO Project Manager (PM), and selected stakeholders for fact-checking. The ET leader will revise the draft TE report based on the comments received, edit it, and submit the final version of the TE report to the Evaluation Manager, in accordance with UNIDO evaluation policy, practice and procedures.



**Table 7. Tentative timelines**

<b>Timelines</b>	<b>Tasks</b>
October 2022	Recruitment of evaluation team; desk review and drafting of inception report by Evaluation Team
Mid October 2022	Draft Inception Report
End October 2022	Online briefing with UNIDO project manager based in Mogadishu, Somalia
November 2022	Field interviews, surveys and focus group meetings. Preparation of PowerPoint presentation of preliminary findings
End of November 2022	In person PowerPoint presentation of preliminary findings in the field and online presentation to UNIDO HQ
November-December 2022	Data analysis and preparation of first draft evaluation report
Mid January 2023	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
End January 2023	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 evaluators will be contracted by UNIDO.

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

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

The UNIDO Project Manager and the project management team in will support the evaluation team as resource persons but also for logistical and documentation purposes.

An Evaluation Manager from UNIDO Independent Evaluation Division will provide technical backstopping to both the evaluation team and the project management team to 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

### 1. Inception report

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

The Inception Report focuses on:

- Preliminary project theory model (s)
- The evaluation methodology, including data collection instruments and methods, the evaluation design
- The evaluation matrix (framework)

- Division of work between the evaluation team members
- Field visit plan
- Stakeholder list

## 2. Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Division (based on the report outline in Annex 3) 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 Division for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. Based on 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 (in a PowerPoint presentation) to local stakeholders at the end of the field visit and consider their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ online, after national stakeholder feedback is incorporated into the presentation.

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 limitations, identify key concerns, and present findings, conclusions, recommendations and lessons. The report should indicate who comprised the evaluation team, when the evaluation took place, the places visited, 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 evaluation team's assessment (which is, naturally, provided in more detail in the report).

Findings, conclusions, and recommendations should be presented based on the principles in the UNIDO Evaluation Manual. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Division.

## VIII. QUALITY ASSURANCE

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

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 Division 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 Division, which will circulate it within UNIDO together with a management response sheet.

**ANNEX 1: PROJECT LOGICAL FRAMEWORK**

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI' s / Indicators	Total	Female	Total	Female
Outcome 1								
<i>Support the introduction of modern of agro-technology and the development of entrepreneurial capacities in the Southern and Central regions of Somalia by particularly enhancing the potential for adopting new agro-technologies stimulate investments, fostering economic opportunities and creating job creation.</i>			30/06/2020	# of jobs created	N/A	N/A	750	150
				\$\$\$ of investment generated	N/A	N/A	\$ 20 mln	N/A
	Output 1.1 Functional institutional capabilities to support the promotion of agro-technology modernization, delivery of entrepreneurship development and vocational/technical skills trainings, and promotion of investments;		30/06/2020	# of agro-technology and enterprise development UNITS established and functional	N/A	N/A	3	N/A
		Activity 1.1.1 Conduct assessment of South and Central Somalia productive sectors performance and opportunities and workforce skills gap analysis (inception)		Assessment of South and Central Somalia productive sectors performance and opportunities and workforce skills gap analysis conducted (YES/NO)	NO	N/A	YES	N/A
		Activity 1.1.2 Identification of institutions capable of hosting the agro-technology and enterprise development units in each state (inception)		# of institutions to partner with the project	N/A	N/A	3	N/A
		Activity 1.1.3 Selection of the institution to host the units as well as counterpart staff (15-20 per unit) to be trained as trainers and 19 counselling (inception) and organization of awareness seminar for stakeholders (public and private) to explain the scope of technical assistance under the project		# of counterpart staff to be trained (min. number)	N/A	N/A	45	9

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI' s / Indicators	Total	Female	Total	Female
		Activity 1.1.4 Establishment of unit including office facilities (inception)		# of units established in Somalia	N/A	N/A	3	N/A
		Activity 1.1.5 Organization of training of trainers programme in enterprise development for 5 UNIT staff per state		# of staff trained on enterprise development	N/A	N/A	15	3
		Activity 1.1.6 Organization of training of trainers programme on selected technical and vocational skills for 5 UNIT staff per state		# of staff trained on technical and vocational skills development	N/A	N/A	15	3
		Activity 1.1.7 Organization of training in agro-technology, business, financial and investment promotion counseling for 5-10 UNIT staff per state		# of staff trained on agro-technology, business, financial and investment promotion 20 counselling	N/A	N/A	15	3
		Activity 1.1.8 Strengthening the capabilities of UNITS staff in agro-technology promotion, enterprise upgrading, enterprise establishment, project appraisal techniques and skills development.		Capacities of units are strengthen (Yes/No)	NO	N/A	YES	N/A
	Output 1.2 Improved performance, including promotion of new agro-technologies, access		30/06/2020	Units are delivering project supported services	NO	N/A	YES	NO
		Activity 1.2.1 Promotion of units services through local media channels, social media and seminars		# Communication strategy designed and implemented (1 per unit)	N/A	N/A	3	N/A
		Activity 1.2.2 Identification of around 100 potential or existing entrepreneurs to be supported by each UNIT		# of potential or existing entrepreneurs to be supported	N/A	N/A	300	60
		Activity 1.2.3 Training of entrepreneurs on agro-technology upgrading and enterprise development		# of potential or existing entrepreneurs trained	N/A	N/A	300	60

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female
		Activity 1.2.4 Assistance in technology tie-ups, equipment selection, etc.		# of potential or existing entrepreneurs counsellors on technology tie-ups, equipment selection, etc.	N/A	N/A	240	48
		Activity 1.2.5 Assistance in the preparation of at least 25 business plans (per UNIT)		# of business plans prepared (gender indicator as female entrepreneurs with business plans)	N/A	N/A	75	15
		Activity 1.2.6 Continuous mentoring support to UNIT supported entrepreneurs		# of counselling hours (gender indicator as female entrepreneurs receiving counselling)	N/A	N/A	1200	240
		Activity 1.2.7 Assistance in complying with national legal and administrative procedures		Units are facilitating compliance with national and legal administrative business procedures	NO	N/A	YES	N/A
		Activity 1.2.8 Organization of study tours/country promotion workshops and forum to promote foreign partnerships among project supported		# of study tours organizes	N/A	N/A	5	N/A
		Activity 1.2.9 Support (joint venture negotiation, technology transfer) in the implementation of upgrading plans for at least 20 enterprises requiring foreign partnerships.		# of MSMEs supported on JV and TTs	N/A	N/A	60	12
	<b>Output 1.3</b> <b>Increase in the number of sustainable jobs generated through vocational and technical skills development trainings in the MSMEs sectors</b>		30/06/2020	Units are facilitating access to vocational and technical skills development trainings	NO	N/A	YES	N/A
		Activity 1.3.1 Conduct local assessments of market-based skills needed to be developed		Assessment on local market-based skills in need to be developed available (YES/NO)	NO	N/A	YES	N/A

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI' s / Indicators	Total	Female	Total	Female
		Activity 1.3.2 Define list of vocational and technical skills trainings to be supported by the project		List of vocational and technical skills trainings to be supported by the project available (YES/NO)	NO	N/A	YES	N/A
		Activity 1.3.3 Define curriculum and methodology of delivery of project supported vocational and technical skills trainings (training		Curriculum and methodology of delivery of project supported vocational and technical skills trainings available (YES/NO)	NO	N/A	YES	N/A
		Activity 1.3.4 Define guidelines of cooperation of the vocational and technical skills trainings with the UNITS		Cooperation guidelines available (YES/NO)	NO	N/A	YES	N/A
		Activity 1.3.5 Procure equipment to deliver vocational and technical skills trainings with the UNITS		Equipment delivered (YES/NO)	NO	N/A	YES	N/A
		Activity 1.3.6 Promotion of vocational and technical skills trainings through local media channels, social media and seminars		Communication strategy implemented (YES/NO)	N/A	N/A	3	0
		Activity 1.3.7 Identification of 200 individuals per project supported states to be trained on vocational and technical skills development and deliver trainings		# of people identified to be trained (% Male / Female)	N/A	N/A	600	150
		Activity 1.3.8 Train workforce of selected project supported enterprises on advance technical trainings in the Agro-technology sector		# of people trained (%Male/Female )	N/A	N/A	600	150
	Output 1.4 Increase in the number of local enterprises accessing a project supported revolving fund financing scheme for upgrading/rehabilitation and/or starting		30/06/2020	\$ amount lend or allocated as guarantee for project supported MSMEs	N/A	N/A	\$ 1 mln	20%
		Activity 1.4.1 Identification of a suitable financial intermediary in consultation with the stakeholders (inception)		Identification of revolving fund implementing partner (YES/NO)	NO	N/A	YES	N/A

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI' s / Indicators	Total	Female	Total	Female
		Activity 1.4.2 Develop/strengthen the capacity of the financial intermediary to administer and manage the fund, ensuring its revolving nature		Capacity of revolving fund implementing partner developed (YES/NO)	NO	N/A	YES	N/A
		Activity 1.4.3 Monitor and support the implementation of the revolving fund		Monitoring systems available (YES/NO)	NO	N/A	YES	N/A
	Output 1.5 Project independent evaluation is undertaken		30/06/2020	Project independent evaluation report available	NO	N/A	YES	N/A

## ANNEX 2: JOB DESCRIPTIONS



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

<b>Title:</b>	International Evaluation Consultant – Team Lead
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna, Austria and Somalia
<b>Start of Contract (EOD):</b>	October 1 <sup>st</sup> 2022
<b>End of Contract (COB):</b>	December 30 <sup>th</sup> 2022
<b>Number of Working Days:</b>	40 working days spread over the above-mentioned period

#### ORGANIZATIONAL CONTEXT

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

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

Under the overall direction of the Director General, and in close collaboration with all organizational entities within UNIDO, in particular the Office of Change Management (ODG/CHM), the Office of Legal Affairs and Compliance (ODG/LEG), the Strategic Planning and UN Engagement Division (ODG/SPU), and the Office of Evaluation and Internal Oversight (EIO), the Directorate of SDG Innovation and Economic Transformation (IET), headed by a Managing Director, is responsible for the development

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I will also add an annex on the outline of the report, gender mainstreaming, and the quality checklist. These are primarily aimed at evaluators who are not always aware of UNIDO processes.



of innovative UNIDO services in the areas of agro-industry and agribusiness, sustainability standards and fair production, and climate-relevant or climate-improving technologies. It is also, in collaboration with ODG, responsible for developing innovative technical cooperation concepts, identifying new sources and means of finance and entering into new partnerships with a broad range of relevant stakeholders.

The Directorate houses the Divisions of Coordination and Integration Support (IET/CIS), Quality, Impact and Accountability (IET/QUA), Agribusiness and Infrastructure Development (IET/AGR), Innovative Finance and International Financial Institutions (IET/IFI), Fair Production, Sustainability Standards and Trade (IET/PST), Public-Private Partnerships (PPP), and Climate and Technology Partnerships (CTP). The Directorate also ensures close coordination and collaboration among the Divisions and relevant entities in the Directorate of Global Partnerships and External Relations (GLO) and the Directorate of Technical Cooperation and Sustainable Industrial Development (TCS).

Under the overall guidance of the Director General, the direct supervision of the Managing Director, Directorate of SDG Innovation and Economic Transformation (IET), and in close coordination with other organizational entities within UNIDO, the Division of Agribusiness and Infrastructure Development (IET/AGR) supports Member States in their efforts to pave the way to sustainable rural development and a structurally transformed and modernized agribusiness sector. Capitalizing on the experience gained by UNIDO in this field over decades and on tried-and-tested and to-be-developed service modules, the Division will explore innovative approaches to maximise the potential that exists in agribusiness development, addressing emerging global trends, in particular food security, poverty alleviation and climate change. It will explore new ways to contribute to global efforts to reduce hunger, accelerate food systems transition, and generate income and employment, especially among women and youth.

The Division provides technical cooperation services to assist the modernization of agriculture and agro-industry, especially in less-developed countries, ensuring that enterprises add value to primary agricultural production, substitute the imports of food and other value-added agricultural products, and participate effectively in local, regional and global value chains. Where needed, it will develop infrastructure and agro-industrial parks and capacities for agro-industrialization, value addition, quality assurance and food safety. It will also bring innovative approaches to Member States to fully benefit from carbon-neutral and biodiversity-enhancing agricultural and agro-industrial production and development opportunities in the green and blue bioeconomy.

#### **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
<p>Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>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.</p>	<p>Adjusted table of evaluation questions, depending on country specific context;</p> <p>Draft list of stakeholders to interview during the field missions.</p> <p>Identify issues and questions to be addressed by the local technical expert</p>	7 days	Home-based
<p>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.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<p>Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</p> <p>Guidance to the national evaluator to prepare output analysis and technical reports</p>	4 days	Home-based
<p>Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<p>Present inception report</p> <p>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</p> <p>Division of evaluation tasks with the National Consultant.</p>	1 day	Home-based
<p>Conduct data collection activities (surveys, interviews, focus group discussions)</p>	<p>Conduct meetings with relevant project stakeholders, beneficiaries, for the collection of data and clarifications;</p>	14 days	Home Based and on mission to Mogadishu. (missions to Kismayo and

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	<p>Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;</p> <p>Presentation – for early feedback – of the evaluation’s preliminary findings, conclusions, and recommendations to stakeholders in the country, at the end of the data collection activities.</p>		Baidoa will be discussed and planned during inception phase)
Present overall findings and recommendations to the stakeholders at UNIDO HQ	After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.	1 day	Vienna, Austria
<p>Prepare the evaluation report, with inputs from the National Consultant, according to the TOR;</p> <p>Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	Draft evaluation report.	11 days	Home-based
Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.	Final evaluation report.	2 days	Home-based

## MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in political sciences, international relations and/or development studies, business administration or other relevant discipline.

### Technical and functional experience:

- Minimum of 7 years' experience in evaluation of development projects and programme
- Good working knowledge of [Somalia]
- Experience in the evaluation of UN 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 Division.

## 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>	Missions to Baidoa and Kismayo to be approved separately
<b>Start of Contract:</b>	[ October 1 <sup>st</sup> 2022 ]
<b>End of Contract:</b>	[ December 31 <sup>st</sup> 2022 ]
<b>Number of Working Days:</b>	35 days spread over the above-mentioned period

#### ORGANIZATIONAL CONTEXT

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Under the overall direction of the Director General, and in close collaboration with all organizational entities within UNIDO, in particular the Office of Change Management (ODG/CHM), the Office of Legal Affairs and Compliance (ODG/LEG), the Strategic Planning and UN Engagement Division (ODG/SPU), and the Office of Evaluation and Internal Oversight (EIO), the Directorate of SDG Innovation and Economic Transformation (IET), headed by a Managing Director, is responsible for the development of innovative UNIDO services in the areas of agro-industry and agribusiness, sustainability standards

and fair production, and climate-relevant or climate-improving technologies. It is also, in collaboration with ODG, responsible for developing innovative technical cooperation concepts, identifying new sources and means of finance and entering into new partnerships with a broad range of relevant stakeholders.

The Directorate houses the Divisions of Coordination and Integration Support (IET/CIS), Quality, Impact and Accountability (IET/QUA), Agribusiness and Infrastructure Development (IET/AGR), Innovative Finance and International Financial Institutions (IET/IFI), Fair Production, Sustainability Standards and Trade (IET/PST), Public-Private Partnerships (PPP), and Climate and Technology Partnerships (CTP). The Directorate also ensures close coordination and collaboration among the Divisions and relevant entities in the Directorate of Global Partnerships and External Relations (GLO) and the Directorate of Technical Cooperation and Sustainable Industrial Development (TCS).

Under the overall guidance of the Director General, the direct supervision of the Managing Director, Directorate of SDG Innovation and Economic Transformation (IET), and in close coordination with other organizational entities within UNIDO, the Division of Agribusiness and Infrastructure Development (IET/AGR) supports Member States in their efforts to pave the way to sustainable rural development and a structurally transformed and modernized agribusiness sector. Capitalizing on the experience gained by UNIDO in this field over decades and on tried-and-tested and to-be-developed service modules, the Division will explore innovative approaches to maximise the potential that exists in agribusiness development, addressing emerging global trends, in particular food security, poverty alleviation and climate change. It will explore new ways to contribute to global efforts to reduce hunger, accelerate food systems transition, and generate income and employment, especially among women and youth.

The Division provides technical cooperation services to assist the modernization of agriculture and agro-industry, especially in less-developed countries, ensuring that enterprises add value to primary agricultural production, substitute the imports of food and other value-added agricultural products, and participate effectively in local, regional and global value chains. Where needed, it will develop infrastructure and agro-industrial parks and capacities for agro-industrialization, value addition, quality assurance and food safety. It will also bring innovative approaches to Member States to fully benefit from carbon-neutral and biodiversity-enhancing agricultural and agro-industrial production and development opportunities in the green and blue bioeconomy.

#### **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:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p><b>Desk review:</b> Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;</p> <p>A stakeholder mapping, in coordination with the project team.</p>	5 days	Home-based
<p><b>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</b></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><b>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.</b></p>	<p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during the field missions.</p>	3 days	Home-based
<p><b>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required in Mogadishu. PMU will further support field visits to Kismayo and Baidoa.</b></p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Undertake site visits, if possible and conduct interviews, focus groups, etc.</p> <p>Conduct the translation for the Team Leader, when needed.</p>	<p>Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <p>Interview notes</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	14 days (including travel days)	Mogadishu Kismayo & Baidoa
<p><b>Follow up with stakeholders regarding additional information promised during interviews.</b></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</p>	<p>Part of draft evaluation report prepared.</p>	7 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
evaluation report as agreed with the Team Leader.  Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final draft.			

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in social sciences, development studies, public administration or other relevant discipline.

**Technical and functional experience:**

- Excellent knowledge and competency in the field of evaluation of development projects
- Evaluation experience, including evaluation of development cooperation in developing countries 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 [Somali] 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 Division.

**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 – RELATIONSHIP BETWEEN THE PSDP AND THIS PROJECT

In September 2020, UNIDO, FAO and ILO started the implementation of the Productive Sector Development Programme (PSDP) for Somalia. The PSDP is the factio the UN Somalia flagship economic development joint-programme implemented by UNIDO, FAO and ILO in close partnership with the Ministry of Commerce and Industry, Ministry of Agriculture and Irrigation, Ministry of Fisheries and Marine Resources, the Ministry of Livestock, Forestry and Range, and Ministry of Labour and Social Affairs of the Federal Government of Somalia and the corresponding ministries at member states level where programme activities carry operations, to facilitate the process so that:

Outcome 1 – Productive Sectors growth enabling reforms, policies, strategies and plans have been put in place

Outcome 2 – Somali public and private institutions are able to offer access to enhanced productive sectors development services and infrastructure

Outcome 3 – Somali productive sectors actors have access to skilled workforce, production facilities, technology solutions, expertise, and financing mechanisms

The original programme document had been developed in early 2020 and help guiding the implementation of a first round of activities between Sept. 2020 and Feb. 2022. During this ongoing programme phase 1, the PSDP team, funded by Italy with \$2mln has been able to demonstrate a compelling need to further support Somalia productive sectors development in the framework of this joint programme. As a result of that, following a decision of the 2<sup>nd</sup> meeting of the Programme Steering Committee, held on July 7<sup>th</sup>, 2021, the PSDP team has been tasked to undertake an overall programme document revision which has resulted in the formulation of the PSDP programme document is its current version (***Version: PSDP Somalia Programme Document - January 2022***).

As part of the second Italian contribution to the PSDP by Italy, finalized in July 2021 and to start implementation in Q4 of 2021, the existing EDUs (Enterprise Development Units) in Kismayo, Baidoa, Mogadishu established through UNIDO “Agro-technology for Economic growth in South and Central Somalia” project (SAP 170097) and Beledweyne established through the PSDP project will be supported for additional 12 months from the termination of the funding allocation to both projects. Under this additional funding framework, the EDUs in Kismayo, Baidoa, Mogadishu and Beledweyne will continue providing services to MSMEs which included Training on entrepreneurship, business counselling, investment promotion services. The host institutions of these EDUs- the respective Regionals Chamber of Commerce & Industry will be provided with operational funding but gradual incorporating a sustainability plan.

In addition, thanks to this new funding allocations by Italy/MPTF and UNDP, two additional EDUs- in Puntland and Galmudug, will be established. The establishment will include capacity building of the local experts in Training and Business Counselling. Two training programs of Training of Trainers on Enterprise Development and Training on Business Counselling will be provided. In order to equip the local expertise on preparing project feasibility reports and Investment promotion, additional training programs will be organized on the subject matter.

Conditional to budget availability and prevailing political situation assessed during the implementation of the activity an additional satellite EDUs might be established in Jowar.

To implement this intervention, the following sub-activities will be implemented:

- Conduct Training of Trainers on Entrepreneurship Development to create team of trainers in Galmudug and Puntland, while reinforce the existing team of trainers in Mogadishu, Kismayo, Baidoa and Beletweyne.

- Conduct Training of Business Counsellors to create team of business counsellors for EDU Galmudug and Puntland, while reinforce the existing team of counsellors in Mogadishu, Kismayo, Baidoa and Beletweyne.
- Conduct Training on Project Feasibility study using COMFAR software for participants from all the six regions where EDUs are located to develop their skill-sets to prepare project feasibility reports.
- Two new Enterprise Development Units (EDUs) to be established in the States of Galmudug and Puntland to be hosted by the Chamber of Commerce & Industry and continue support to the existing four EDUs.
- The team of trainers from newly established EDUs in Galmudug and Puntland will conduct 6 nos. of Training of Entrepreneurs (ToEs) each to train minimum 120 nos. of potential entrepreneurs/existing enterprises each.
- The existing four EDUs in Mogadishu, Kismayo, Baidoa and Beletweyne will conduct 4 nos. of Training of Entrepreneurs (ToEs) each to train minimum 80 nos. of potential entrepreneurs/existing enterprises each.
- Each of the EDUs will provide business counselling to at-least 40% of the participants trained in ToEs.
- Support EDU network attending 2 in-person business matchmaking events internationally. The project will only sponsor the travel of max 2 SCCI/EDUs and/or government officials per delegation.\*
- Facilitate the organization of a Somali business and trade forum in Mogadishu.\*
- The EDUs of Mogadishu, Kismayo, Baidoa will conduct skill up-gradation training on selected agro-value chain for work-force catering to the MSMEs of the sector. Each of the EDUs will train 30 trainees each.
- Support EDU network attending 4 distance or in-person business matchmaking events internationally. The project will only sponsor the travel of max 2 SCCI/EDUs and/or government officials per delegation.\*\*

\*Because of the above explanation, the completion of 170097 project activities is not to be considered as the conclusion of UNIDO support to SMEs and Somalia EDUs Network. On the contrary, on the bases of the work undertaken by project 170097, a larger and more comprehensive programme has been established that is able to further expand the overall intervention of UNIDO in this field in other areas across Somalia

\*\*this activities is implemented in close collaboration with ITPO network, and building-up on project SAP 170097 achievements which led to the establishment of the first 3 EDUs. The activities of investment promotion and business matchmaking enlisted under this activity will be subject to adjustment and revision as we review the necessary planning of the activities in consideration with the prevailing rules and the regulations to reduce the spread of covid-19.

## ANNEX 4 - CHECKLIST OF EVALUATION REPORT QUALITY

### Independent Evaluation of Programme

Evaluation team leader:

Quality review done by:

Date:

Report quality criteria	UNIDO IED Assessment notes	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
b. Was the evaluation objective clearly stated and the methodology appropriately defined?		
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
d. Was the report consistent with the ToR and the evidence complete and convincing?		
e. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
g. Did the report include the actual project costs (total, per activity, per source)?		
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
l. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports: A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

## ANNEX 5 - OUTLINE OF AN IN-DEPTH PROJECT EVALUATION REPORT

### Executive summary (maximum 5 pages)

1. Evaluation purpose and methodology
2. Key findings
3. Conclusions and recommendations
4. Project ratings
5. Tabular overview of key findings – conclusions – recommendations

### 1. 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
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

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

- 2.1. Project's achieved results and overall effectiveness
- 2.2. Progress towards impact
  - 2.2.1. Behavioral change
    - 2.2.1.1. Economically competitive - Advancing economic competitiveness
    - 2.2.1.2. Environmentally sound – Safeguarding environment
    - 2.2.1.3. Socially inclusive – Creating shared prosperity
  - 2.2.2. Broader adoption
    - 2.2.2.1. Mainstreaming
    - 2.2.2.2. Replication
    - 2.2.2.3. Scaling-up

### 3. Project's quality and performance

- 3.1. Design
- 3.2. Relevance
- 3.3. Efficiency
- 3.4. Sustainability
- 3.5. Gender mainstreaming

### 4. Performance of Partners

- 4.1. UNIDO
- 4.2. National counterparts
- 4.3. Donor

### 5. Factors facilitating or limiting the achievement of results

- 5.1. Monitoring & evaluation
- 5.2. Results-Based Management
- 5.3. Other factors
- 5.4. Overarching assessment and rating table

### 6. Conclusions, recommendations, and lessons learned

- 6.1. Conclusions
- 6.2. Recommendations
- 6.3. Lessons learned
- 6.4. Good practices

### Annexes (to be put online separately later)

- Evaluation Terms of Reference
- Evaluation framework
- List of documentation reviewed
- List of stakeholders consulted
- Data collection instruments: evaluation survey/questionnaire
- Data from evaluation survey/questionnaire analysis