



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

DRAFT TERMS OF REFERENCE

Independent terminal evaluation of project

**Special Initiative “Decent Work for a Just Transition in
Ethiopia and Senegal” – BMZ INOE**

UNIDO ID: 190092

BMZ Agreement Number: 2019.4939.5

June 2023

Table of Contents

I. PROJECT BACKGROUND AND CONTEXT	3
1.1 Project Purpose	3
1.2 Baseline Scenario	5
I. Ethiopia	5
II. Senegal	8
II. SCOPE AND PURPOSE OF THE EVALUATION	19
III. EVALUATION APPROACH AND METHODOLOGY	19
1. Data collection methods	20
2. Evaluation key questions and criteria	20
3. Rating system	22
IV. EVALUATION PROCESS	23
V. TIME SCHEDULE AND DELIVERABLES	23
VI. EVALUATION TEAM COMPOSITION	24
VII. REPORTING	24
Inception report	24
Evaluation report format and review procedures	25
VIII. QUALITY ASSURANCE	25
IX. ANNEXES	26
Annex 1: Project Logical Framework	27
Annex 2: Job descriptions	31
Annex 3: Outline of an in-depth project evaluation report	41
Annex 4: Quality Checklist	43

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet

Project title	New: Special Initiative: “Decent Work for a Just Transition in Ethiopia and Senegal” Formerly: Inclusive and sustainable industrial development for job creation in Ethiopia and Senegal
UNIDO ID	Project No.: 190092
BMZ Agreement N°	2019.4939.5
Region	Africa
Country(ies)	Ethiopia and Senegal
Project donor(s)	BMZ (<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i>)
Planned project start date (as indicated in project document)	1 December 2019
Actual project start date (First PAD issuance date)	1 December 2019
Planned project completion date (as indicated in project document)	30 November 2022
Actual project completion date (as indicated in UNIDO ERP system)	31 December 2023
Project duration (year): Planned: Actual:	 36 months 49 months
Implementing agency(ies)	UNIDO
Government coordinating agency	Ethiopia: Ministry of Industry (Former Ministry of Trade and Industry) Senegal: Ministry of Economy, Planning and Cooperation
Donor funding	Euros 8,000,000
Total project cost (EUR), excluding support costs	Euros 7,009,551
Mid-term review date	June – August 2022 (Ethiopia) February – October 2022 (Senegal)
Planned terminal evaluation date	September 2023

(Source: Project document, UNIDO ERP system)

2. Project context

1.1 Project Purpose

The Special Initiative (SI) on “Decent Work for a Just Transition” (*Sonderinitiative Gute Beschäftigung für sozial gerechten Wandel*) (formerly “Training and Job Creation” (*Sonderinitiative Ausbildung und Beschäftigung*)) is an initiative of the German government in response to youth unemployment challenges in Africa. Its goal is to create jobs for young people by promoting sustainable investment and private sector development. The initiative

therefore aims at achieving these objectives by building partnerships with private firms, business development support institutions, associations and chambers, the civil society, the academia and international organizations. In this regard, projected results include:

- creation of decent jobs;
- higher access to internship/apprenticeship opportunities;
- increased income and;
- private investments.

Within the next five years, the initiative plans to create 100,000 jobs in 8 countries. The SI has been conceived to directly address the primary objective of the Marshall Plan with Africa, launched by the German government in 2017 as a new approach towards development cooperation with the African continent. Moreover, the initiative contributes to the G20 Compact with Africa initiated by the German government as part of its G20 presidency in 2017. Through its projects, the SI makes a targeted contribution to shaping the socio-ecological transformation of the private sector in line with a just transition, and to creating more and better jobs for women, among other objectives.

The SI on "decent work for a just transition" covers three key areas for specific actions:

- 1) Business ecosystems and cluster development, which addresses industrial zones development, improvement of export opportunities and the reduction of investment barriers;
- 2) Sustainable investments, focusing on cooperation with private firms and the promotion of sustainable value chains;
- 3) The promotion of small and medium sized enterprises (SMEs), to foster competitiveness, develop new markets and promote investment and technology cooperation between German/European and African SMEs.

In an effort to make its inclusive and sustainable industrial development mandate (ISID) operational, UNIDO developed the Programme for Country Partnership (PCP), a partnership business model to mobilize external partners and resources to increase the impact of UNIDO's technical cooperation. The first two PCPs are being piloted in Senegal and Ethiopia and over the last two years, UNIDO's PCP approach was extended to include other countries: Cambodia, Kyrgyzstan, Morocco and Peru.

In Ethiopia, the PCP is closely aligned with the country's Growth and Transformation Plan (GTP) and the Industrial Development Strategy, while in Senegal it is aligned to the Plan Sénégal Emergent (PSE) to guide the country's transformation towards "an emerging country in 2035". Anchored on UNIDO's convening role, the PCPs mobilize development partners, UN agencies, financial institutions and the business sector – under the leadership and ownership of the national government– to advance inclusive and sustainable industrial development based on the national economic development plans.

Both countries share common opportunities in the agriculture sector and challenges in terms of high unemployment rates. As such, key intervention areas of their PCPs focuses on agro-industrialization with the establishment of integrated agro-industrial parks (IAIPs) in Ethiopia, Industrial Parks (IP) and Agro-poles in

Senegal targeting regions with the potential for high agriculture economic transformation, SMEs development and job creation.

In this regard UNIDO is well positioned to partner with BMZ in the delivery of the SI. Indeed both institutions' objectives focus on the creation of sustainable and decent employment opportunities by promoting a dynamic private sector, and competitive value chains:

- (i) **In their focus on sectors:** Increased agricultural productivity, improved industry and service sectors, as well as viable MSMEs that tap into global and regional opportunities;
- (ii) **In their approaches:** developing tools to overcome value chains demand and supply side constraints, creating formal entrepreneurial opportunities for women and youth, and promoting public-private partnerships while introducing robust monitoring and evaluation mechanisms.

The current proposal outlines UNIDO's technical response to Germany's SI for Ethiopia and Senegal. UNIDO will directly support sustainable job creation (employment and entrepreneurship opportunities), for Senegalese and Ethiopians especially for women and youth through innovative, dynamic and environmentally sustainable approaches in agro-industrial value chains and related industries. The budget for UNIDO's interventions amounts to EUR 8,000,000.

1.2 Baseline Scenario

The importance of agro industries in job creation

Agriculture remains fundamental for economic growth in the 21st century. It is the backbone of the economies of many developing countries, accounting for about 50% of exports and employing about 60% of the population in Least Developed Countries (LDCs).

The sector is increasingly being seen as the driving force for economic transformation to eradicate hunger and rural poverty. For this transformation to take place, there is a need for a shift from the dependency on producing raw agricultural commodities towards agro-industrial processing development.

Investments in agro industries are known to have significant multiplier effects through both their backward and forward linkages along the value chains. The demand for agricultural commodities for processing not only creates employment opportunities at the farm level but also opportunities in the supply of agricultural inputs such as seeds, fertilizers, feeds and veterinary methods. In addition, processing of agriculture produces requires a range of services such as packaging, logistics, storage and distribution, which further create income-generating activities in these related sectors.

I. Ethiopia

The Ethiopian economy has experienced impressive economic growth during the last decade and a half, at an average of 10.6 per cent between 2004 and 2017; Nevertheless, Ethiopia's working-age population is also growing at 2 million per year and the need to create new jobs is of utmost urgency. Additionally, Ethiopia is experiencing a "manufacturing deficit" just like most Sub-Saharan African countries. Labour is moving from agriculture to services, bypassing the manufacturing sector. Indeed, only about one in five African workers leaving agriculture has moved into the industrial sector. The shift of labour away from agriculture has contributed to economic development but has meant movement from very low employment to only slightly higher productive jobs. Output per worker in services in Africa is only about two times higher than output per worker in agriculture.

Moreover, Ethiopia's unemployment rate for 2017 was 1.81%, a 0.13% decline from 2016. Notably, unemployment rates were declining among youth and women (Fig 1).

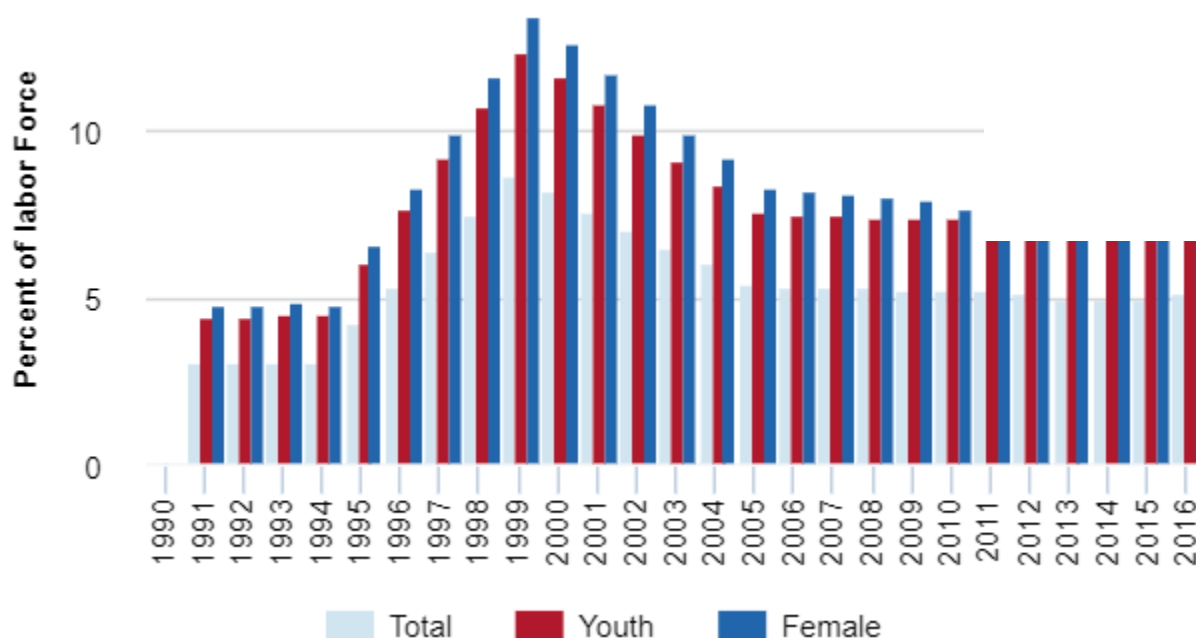


Fig 1 – Ethiopia's unemployment rates as percent of labour force (Source: ILO, KILM database)

The average labour productivity in manufacturing, on the other hand, is more than six times that in agriculture.

Since 2005, the Ethiopian government has been pursuing a strategy of agricultural modernization and promotion of industrialization (Fantu, Cramer and Arkebe, 2019). The three subsequent country development plans (Plan for Accelerated and Sustained Development to End Poverty (PASDEP), 2005/6 – 2009/2010, Growth and Transformation Plan (GTP), 2010/2011 – 2014/2015 and GTP II, 2015/6 – 2019/20) have indeed focused on the development of labor-intensive manufacturing, while the latter GTP II explicitly recognises the need for a more active role of the private sector.

The GTP II 2015/6 – 2019/20, clearly states the country's ambitions of achieving the middle-income status by 2025 and transforming Ethiopia into an African industrial hub. The government's supporting private sector development and the industrial push through various institutional and policy reforms. The Ethiopian Investment Commission (EIC) and the Industrial Park Development Corporation (IPDC) are supporting the creation of industrial parks (IPs). The announced liberalisation of key sectors of the economy and the privatisation of public companies is expected to boost private investments. The National Entrepreneurship Strategy (NES) and related Implementation Plan (NES-IP) and the establishment of a coordination platform for entrepreneurship-related initiatives under the Federal Small and Medium Manufacturing Industry Promotion Authority (FSMMIPA) are all key measures to support the development of MSMEs in the country. Finally, with the establishment of the Jobs Creation Commission (JCC) in January 2019, the government aims at boosting the creation of sustainable and decent jobs.

Within this framework, the government envisages the creation of almost 30 industrial parks, mainly in the agro-processing, leather, textile and pharmaceutical sectors. The rationale for creating IPs in a country with limited infrastructure and a weak investment climate is concentrating enterprises in a single location in order to benefit from economies of scale and agglomeration. Moreover, infrastructure and public services are more easily provided at a single point, and the business climate can be improved in an ad hoc manner (e.g. by making available customs and revenues services in situ, by facilitating access to credit and hard currency to the enterprises in the parks).

While the IPs so far developed in Ethiopia are considered successful in creating jobs, attracting FDI and improving exports, they suffer from low integration with the local economy (most raw material and intermediate goods are imported), limited technology transfer, labour issues (high rates of workers' turnover, few Ethiopians in management positions) and shortage of basic services and infrastructure for workers (housing, utilities, transportation, social services)¹.

More generally, a recent analysis of Ethiopian FDI policies highlights that they are successful in attracting investments, which represented 5.1% of GDP in 2016/7, but inadequate to ensure technological transfer and creation of linkages - especially backward linkages - with local industries. This prevents Ethiopia from reaping dynamic economic gains across the whole economy.

The Ethiopian Agro-Industry Strategy indicates a road map for the integration of smallholder agriculture and agro-industry and identifies the Integrated Agro-Industrial Parks (IAIPs) as the main tool to achieve agricultural modernisation and rural industrialization. Each IAIP is served by a network of Rural Transformation Centers (RTC), which provide linkages to producers. RTCs are geographic clusters of infrastructure and services, though on a smaller scale than IAIPs. Farmers and farmer groups deliver their produce and receive agricultural inputs. At the RTCs, agricultural produce is collected, sorted, stored and may undergo primary processing before onward transport to an IAIP. For most farmers, the RTCs are the main point of contact with commercial agricultural value chains. Apart from their primary functions, RTCs also offer small-scale financial services to farmers.

UNIDO has been actively involved in Ethiopia since 1980, with nearly 300 projects covering a wide range of technical assistance interventions, such as vocational training, cluster building and value chain development. With respect to the integrated agro industrial parks UNIDO has been involved in the process since the project conception in 2011 and provided technical assistance for the feasibility environmental and social impact studies and finally in the design of four pilot IAIPs in the regions of Oromia, Tigray, Amhara and SNNP in 2014.

The PCP for Ethiopia which started in 2014, focuses on three light manufacturing sectors: agro-food processing; textiles and apparel; and leather and leather products. These sectors were selected due to their prospects for job creation, strong linkages to the agricultural sector, high export potential and capacities to attract private sector domestic and foreign investments. They will act as a springboard for the transformation of Ethiopia's economy from one that is based on agriculture, to one driven primarily by light industries. Thus, the IAIPs are an integral part of the PCP.

With funding from the government of Ethiopia, construction started in 2018. The implementation of the IAIPs is devolved to the Ministry of Industry & Trade and to four Regional Industrial Parks Development Corporations (RIPDCs), accountable to regional boards. The government and several donors (EU, IFAD, Italy, Germany), development banks (AfDB, Korean EXIM Bank, EIB) and UN organizations (UNIDO, FAO and UNDP) are currently involved in supporting the development of the four pilot IAIPs through actions aimed at agricultural value chain development, capacity building of regional public institutions, eco-friendly infrastructure development,

¹ UNIDO (2018) Industrial Park Development In Ethiopia Case Study Report

improvement of access to finance for agro-business and farmers' cooperatives, improvement of the skills of the labour force, improvement of working conditions, especially for women and creation of decent job opportunities.

UNIDO is now involved in the three main projects formulated through the PCP, that support IAIPs development with a role of technical assistance and coordination among the different implementing agencies, between them and with their initiatives that target agricultural modernization, MSME development and industrial development in the country.

II. Senegal

In Senegal, unemployment first hits the youngest members of the working population (aged 15 to 35). In fact, nearly 6 unemployed out of 10 (60.6%) are in the 15 to 34 age group. The highest rates are observed among young people aged 20-24 years and 25-29 years, respectively 31.5% and 29.2%.

Entering the labour market remains a big challenge for young people in Senegal. Indeed, urban areas contain the largest portion of unemployed youth: 53% in urban areas, 75% of unemployed young men are in urban areas compared to 25% in rural areas. The opposite situation is observed for women: 57 % in rural areas and 53% in urban areas.

More than half of trained youth seeking employment focus on personal relationships in order to land a job. The public and parapublic sectors are the most sought after by job seekers: 24% of young applicants said they had sought employment in the public sector, 13% in large private companies and 5% in small and medium private enterprises. Only 8% were looking to start their own business.

Furthermore, the primary sector absorbs half of the female and male youth labor force, especially rural job seekers, in the regions of Kolda, Kaolack, Tambacounda, Louga, Fatick, Matam, Kaffrine, Kedougou and Sédhiou, while Dakar, Ziguinchor, Diourbel, Thiès and Saint-Louis labor force is absorbed by the secondary and tertiary sectors. In addition, 31% of the employment of young people in the formal sector occurs in the form of hiring without a contract. Nearly 33% of the hires of young people aged 15 to 35 have permanent contracts against 56% of their elders.

In this regard, since 2014, the Government of Senegal formally requested UNIDO to assist in the implementation of the industrial component of the PSE with the establishment of a Programme for Country Partnership (PCP) on a pilot basis.

The PCP includes vertical axes such as the reform of special economic zones, integrated industrial parks, three competitive and integrated Agro-poles and a regional mining hub. The horizontal axes include, inter alia, vocational training and employment, investment promotion, environmental management of industrial activities, trade facilitation, sustainable energy and innovation. The PCP aims to improve industrial governance through better coordination of government activities and enhanced dialogue with the private sector and technical/financial partners.

Since 2015, the PCP has promoted the industrial component of the PSE through the mobilization of more than 70 million dollars in grants for national, regional and global projects aimed at inclusive and sustainable industrialization. It has also enabled the development of flagship PSE projects such as integrated industrial parks and Agro-poles that are mobilizing public and private resources for an amount exceeding 540 million dollars.

On the basis of these results, the government of Senegal has decided to capitalize on the experience and to include a strategic objective on "inclusive and sustainable industrialization" (Strategic Objective 6) in the new Priority Action Plan (PAP2) 2019-2023 of the PSE.

The new PSE strategy, set out in the sectoral development policy letter of the Industry (2017/2023), aims at tackling major challenges such as the acceleration of Senegal's industrialization as well as the competitiveness supported by applied research, encouragement of innovation and judicious exploitation of industrial property.

As a corollary, these actions aim to ensure the creation of jobs through a significant valuation of human capital. The challenges are consistent with the commitments made by the Head of State of Senegal for the creation of jobs (1,000,000) from 2019 to 2023. This presupposes an effective and up-to-date educational system capable of quickly creating decent jobs in the industry, agriculture, tourism and digital sectors. Specifically, the measures taken in the PAP2 of the PSE should allow companies to comply with international standards, identify new niche markets based on the promotion of national resources and the densification of the industrial network through development programs.

The commitment of development partners around this vision should contribute to the development of the country's industry and, consequently, to the creation of decent jobs for young people and women. The unemployment rate among in 2018 was 6.46%, a 0.03% increase from 2017 (Fig. 2).

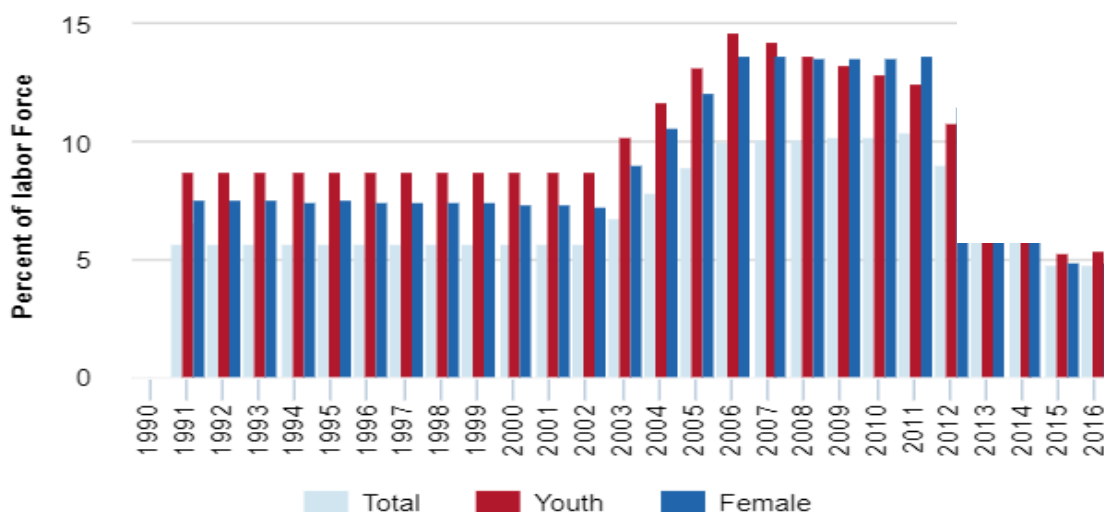


Fig 2 – Senegal's unemployment rates as percent of labour force (Source: ILO, KILM database)

This action is in line with the coherence framework of the reform of the act III of decentralization, which is part of the political will to promote local governance and the territorialisation of public policies which have to be carried by strong and viable territorial entities ensuring sustainable development. It is foreseen that the proposed intervention will focus on the south of the country as well as the industrial park of Diamniadio.

A pre-feasibility study on value chains in Senegal has been conducted by UNIDO. This study has been validated by stakeholder consultations (regional Agro-pole task forces) which have selected key promising value chains to start the process. For example, in Casamance, mango and cashew nuts have been selected because of the growing worldwide market demand and their importance in the local economy.

As a result, the intervention will aim at populating the Southern Agro-poles and Diamniadio Industrial Park by providing training, skills development, innovation and technology transfer to MSMEs, as well as legal frameworks at Macro, Meso and Micro levels applying the IDEA methodology.

3. Project objective and expected outcomes².

The overall objective of the project is to structurally transform both the Ethiopian and Senegalese economies in agri-food and allied sectors. With funding support from the Government of the Federal Republic of Germany, the project focuses on the creation of sustainable and decent employment opportunities by promoting a dynamic private sector, and competitive value-chains within the Agro-Commodity Procurement Zones (ACPZs) in these two countries. The main targets of the project are prioritized key (micro) agricultural value-chains and agro-processors that are being supported in order to create more jobs in the catchment areas of the IAIPs and RTCs. The project as a whole benefited from a total financial envelope of 8 million euros, including support costs of 13% and the coordination levy of 1% (UN levy).

The overall intervention in the two countries will have the following expected outcomes:

1. **Micro:** involving improved business prospects, income and employment opportunities for youth, women, smallholder farmers, cooperatives and MSMEs in the Agro-industry sector through skills development, technology transfer, access to finance and markets;
2. **Meso:** Capabilities of support institutions strengthened to enhance job creation, partnerships and sustainable enterprise growth;
3. **Macro-level:** involving key public and private actors in the overall institutional framework: Legal and policy instruments/mechanisms for job creation and investments promotion are mainstreamed into national policies;
4. **Cross-cutting:** Knowledge and sustainability.

4. Synergy

The proposed project will build on the achievements of UNIDO's previous and ongoing project interventions in Ethiopia and Senegal and will benefit from the parallel project interventions under the PCPs.

In **Ethiopia**, the project will build synergies with the ongoing IAIP projects funded by EU (PROSEAD) and the AfDB (IAIP-SP) described in section A2 above. UNIDO will also build synergies with other key initiatives that will have an impact on the development of IAIPs. These include among others:

(i) **GIZ lead projects focusing on the development of agricultural value chains** (wheat in Arsi and Bale, Avocado in SNNP); Moreover, in cooperation with Ethiopian partner companies, GIZ is expanding the existing value chains for sesame and setting up new value chains for avocados: from cultivation and processing, right through to the export of products. In this context, the partners are providing small-scale farmers from cooperatives with training in sustainable harvesting and cultivation methods for avocados.

(ii) **The Agricultural Growth Programme II**, funded by the World Bank and other development partners including the EU, which focuses on agricultural productivity growth and access to markets. The program focuses on strengthening agricultural extension, developing the capacity of farmer organizations and private sector stakeholders, and promoting agribusiness enterprises. The infrastructure development component of the AGP, especially the construction and management of small-scale infrastructure, rural roads, and markets, as well as support to smallholder farmers is very much in line with the concept of RTCs and will therefore maximize the impacts of both AGP and IAIP interventions.

² A detailed logframe is provided as Annex I to this document.

(iii) **The University and Industry Linkage Program:** The MoTI has established University and Industry Linkage platforms in the four IAIP piloting regions. Approximately 7 Universities and 21 selected TVETs are members of this initiative. A meaningful collaboration between universities and industries could provide a variety of benefits. These benefits primarily relate to income generation, access to technology and equipment, practical experience, curriculum development, community service and image building, and employment opportunities for students.

(iv) **The Italian funded Moringa and coffee value chain development programmes,** implemented by UNIDO in SNNP and Oromia.

(v) **The Agricultural Commercialization Clusters (ACCs)** project of the ATA: The ACC initiative is a cluster-based approach to enhance existing initiatives at federal, regional and local levels focused on increasing crop and livestock production and productivity, aggregation and market linkages. Currently the ACC is under implementation in the four regions where the IAIPs are located. Most of the current intervention areas (Woredas/district) of the ACCs are in the catchment areas of the IAIPs.

(vi) **Productive work for youth and women through MSMEs promotion** in Ethiopia: UNIDO's project to create an enabling environment to strengthen the policy dialogue provided the foundation for the development of the National Entrepreneurship Strategy with the Government of Ethiopia and in cooperation with UNCTAD. The project cooperates with the Ethiopian Development Research Institute (EDRI) to produce a road map for the development of an Entrepreneurship Development Policy.

(vii) The project in Ethiopia will also build synergies with the activities of ILO and GIZ on the Special Initiative on job creation in agro-processing industries.

In **Senegal**, the project will build synergies to complement other ongoing initiatives through the following:

(i) **GIZ Projects in Senegal:** the project will build upon GIZ lead projects in Senegal, especially the "*Successful in Senegal*"³ commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), which aims at boosting local youth's employability through the deliverance of certified training schemes and accelerated qualifications. The project will especially seek synergies between the IDEA online incubator and the digital solutions in agriculture provided by GIZ.

(ii) **Integration in the PCP eco-system:** While being managed separately, the project will be included in the ecosystem of UNIDO Programme for Country Partnership signed with the government to implement the industrial component of the National Plan "*Sénégal Emergent*". It will benefit from its connection with major projects such as the Southern Agro-pole in Casamance, special economic zones and industrial parks (Incl. Diamniadio Industrial Park) as well as other ongoing UNIDO initiatives related to private sector development and investment promotion, employment and vocational training, quality and competitiveness, environment, and energy. The project will be developed in a supportive environment made of complementary projects which should support its effectiveness and performance.

(iii) **Coordination with development partners and the private sector:** A dialogue among DFIs, IFIs, technical cooperation agencies (KfW, AFD, EIB, AfDB, IDB, WB, EU, LuxDev, Enabel, etc.) on projects has been initiated with the European Union and EU Members States as well as with financial institutions to develop the coordination and possible synergies. The dialogue with the domestic and foreign private sector has also started

³ See: <https://www.giz.de/en/worldwide/68202.html>

to ensure that the business environment is favorable and that public and private investments are mutually supportive.

5. Main findings of the Mid-Term Review (MTR)

The below table summarizes the main findings of the MTR report. The Report has been validated in January 2023.

Ethiopia	Senegal
UNIDO	
<p>R1 (E) - The team should improve the project design by revising the results framework to include baseline data and specific targets to output indicators. This exercise could be also helpful to revise endline targets for expected outcome and output results. So doing, the revised results framework will ease the final evaluation of the project to determine its performance at outcome and output levels.</p> <p>R2 (E) - The team should improve project effectiveness by:</p> <ul style="list-style-type: none"> • Intensifying field activities such as capacity building for MSMEs in Sidama, Oromia, and Amhara • Reinforcing the M&E activities with systematic field visits in the four regions with existing local partners such as the RIPDC and UNIDO regional coordinators. <p>R3 (E) - The team should strengthen the coordination and project management by:</p> <ul style="list-style-type: none"> • Improving the administration and procurement process to reduce delays in delivering equipment and working materials to beneficiaries. • Establishing synergies with the Senegal project component through internal coordination and/or in a form of peer-to-peer learning between the two-project’s administrations. <p>R4 (E) - The team should enforce the exit strategy by:</p> <ul style="list-style-type: none"> • Extending partnership with existing ILO project as well as other GIZ lead projects, development partners including the EU, the University and Industry Linkage Program, on the Special 	<p>R1 (S) – The team should finalize the monitoring and evaluation matrix, by:</p> <ul style="list-style-type: none"> • Revising targets of UNIDO's IRPF indicators. • Systematize training in Monitoring and Evaluation for all new members of project teams and ensure that at least one of them has the necessary skills (by continuous support) to take charge of these daily activities and ensure monitoring and rigorous data collection. • Finalize the data collection plan as well as its tools and systematize the process through regular collection operations and using standardized tools such as BLS, job documentation sheets, etc. • Review the risk matrix to better anticipate and prevent those likely to affect further activities and results. <p>R2 (S) - Set up an information management system using existing internal tools (preferably OpenText) and ensure that all documents relating to the project and sources of verification of monitoring data are stored there, in the model sheets required by the donor (e.g., documentation sheets for new jobs, improvement of working conditions and income sheets)</p> <p>R3 (S) – Improve the management of administrative deadlines by better anticipating them. The use of a GANTT Chart-type work plan would make it possible to better visualize the average times required for calls for tenders, for example, and thus to better anticipate them to avoid delays detrimental to the</p>

<p>Initiative on job creation in agro-processing industries.</p> <ul style="list-style-type: none"> • Building partnership opportunities between local and German/European companies to enhance further opportunities for accessing new markets, as well as Ethiopian MSMEs within and around the IAIPs/RTCs. • Strongly work with the ministry of social affairs to assure a decent work in the end. 	<p>smooth running of the project.</p> <p>R4 (S) - Further explore partnership and business opportunities with German and European companies. The exchanges initiated with UNIDO's Investment and Technology Promotion Offices (ITPO) in Bonn (Germany) and Rome (Italy) should continue.</p> <p>R5 (S) – Maintain a six-monthly scheme of steering committee meetings (as provided for in the project document) so that (1) its members have more often the opportunity to discuss and decide on the strategic orientations of the project and (2) to strengthen local stakeholder ownership and engagement.</p> <p>R6 (S) – Strengthen the visibility of the project on social networks.</p> <p>R7 (S) – Make sure that the organization's internal framework notes are available in French in order to ensure better dissemination and understanding among mainly French-speaking project teams (organize regular and systematic training for project teams on internal procedures).</p>
<p>GOVERNMENT COUNTERPART</p>	
<p>R5 (E) - The government should explore further opportunities to attract investors by:</p> <ul style="list-style-type: none"> • Developing fundraising to strengthen investments in the IAIPs to complete the four sites with facilities such as power supply, electricity and basic services to the workforce living around. • Improving incentives with institutional facilities for foreign business with Ethiopia. • Improving country openness to foreign exchanges to enable business operations from and to Ethiopia for investors, compliance to enabling business policies for a decent work. 	<p>R8 (S) - Operationalize the creation of Agropole South</p> <p>R9 (S) - Work to strengthen public-private partnerships and encourage institutional collaborations with technical development actors to accelerate the implementation of activities or projects.</p>
<p>Donor (BMZ)</p>	
<p>R7 (E) - The project end date should be extended to</p>	<p>R10 (S) - Grant a 12-month extension to the project</p>

at least 12 months, meaning until November 2023. This is necessary to allow the project to complete pending activities as planned given that the initial project period estimated at 36 months was not completed. Project activities started with more than one-year delays due to the identified challenges. Working conditions have now been resumed to allow the project to achieve the expected outputs and outcomes. To this aim, BMZ should engage UNIDO into a consultative meeting to agree on a suitable timeframe.

R8 (E) - The BMZ should facilitate the connection between the project with existing GIZ project operating in Ethiopia. This can be done by connecting all funded BMZ projects into a country donor committee to ease transparency and accountability between donor's money and potential impact generated.

in order to absorb delays due in particular to the COVID crisis and to allow the actions in progress to produce their full effects.

DRAFT

6. Budget Information

Table 1. Budget per output

	Total Project Budget
Output 1.1: Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened - ETH	€ 682,456
Output 1.2: Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem - ETH	€ 706,662
Output 1.3: Established partnership opportunities between local and German companies - ETH	€ 652,505
Output 1.4: The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorized - SEN	€ 272,340
Output 1.5: Skills development and training schemes for youth/women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided - SEN	€ 770,867
Output 1.6: Networks and clusters in Casamance towards sustainable enterprise growth are established - SEN	€ 1,130,000
Output 2.1: The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships - ETH	€ 241,300
Output 2.2: Local economic information and knowledge management system established - ETH	€ 137,255
Output 2.3: Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships - SEN	€ 545,000
Output 2.4: Local economic information and knowledge management system as well as observatory established - SEN	€ 329,533
Output 3.1: Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward linkages with the local economy developed - ETH	€ 300,625
Output 3.2: Business/entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies / strategies - SEN	€ 207,904
Output 3.3: Legal and institutional framework of Special Economic Zones (industrial parks, agro poles, etc....) with special emphasis on Diamniadio - SEN	€ 480,000
Monitoring and Coordination	€ 1,204,345
Mid and Terminal Evaluation	€ 260,000
Total project cost (incl. PSC)	€ 7,920,792
Project Support Cost (13%)	€ 1,029,703
Levy (1%)	€ 79,208
Grand Total (exl. PSC)	€ 8,000,000

Table 2. Budget allocation by budget line

Description		Cost in Euro				
		2019	2020	2021	2022	Total
BL1100	Internat. Cons/Staff	300.000	592.060	515.360	121.000	1.528.420
BL1500	Project travel	-	141.380	120.200	103.700	365.280
BL1600	Staff travel	-	65.000	52.500	50.000	167.500
BL1700	National experts	213.850	307.575	314.975	221.563	1.057.963
BL2100	Contracts for works/services	184.333	675.000	835.000	146.671	1.841.004
BL3000	Meetings, workshops	38.015	615.018	577.112	211.689	1.441.834
BL3500	International Meetings	-	10.000	10.000	10.000	30.000
BL4300	Premises	84.000	17.643	12.000	-	113.643
BL4500	Equipment	105.000	347.000	390.918	-	842.918
BL5100	Miscellaneous and other direct costs	55.000	209.522	152.133	115.575	532.230
Total Project Cost (incl. PSC)		980.198	2.980.198	2.980.198	980.198	7.920.792
Project Support Cost (13%)		127.426	387.426	387.426	127.426	1.029.703
Levy (1%)		9.802	29.802	29.802	9.802	79.208
Grand Total (excl. PSC)		990.000	3.010.000	3.010.000	990.000	8.000.000

Table 3. Budget allocation and expenditure by budget line

Description		Total allocation (at approval)
		EUR
BL1100	Internat. Cons/Staff	1.528.420
BL1500	Project travel	365.280
BL1600	Staff travel	167.500
BL1700	National experts	1.057.963
BL2100	Contracts for works/services	1.841.004
BL3000	Meetings, workshops	1.441.834
BL3500	International Meetings	30.000
BL4300	Premises	113.643
BL4500	Equipment	842.918
BL5100	Miscellaneous and other direct costs	532.230
Total Project Cost (incl PSC)		7.920.792
Project Support Cost (13%)		1.029.703
Levy (1%)		79.208
Grand Total (excl PSC)		8.000.000

Table 4. Budget allocation and expenditure by component

Project components	Total allocation (at approval) in €
Output 1.1: Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened - ETH	682.456
Output 1.2: Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem - ETH	706.662
Output 1.3: Established partnership opportunities between local and German companies - ETH	652.505
Output 1.4: The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorized - SEN	272.340
Output 1.5: Skills development and training schemes for youth/women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided - SEN	770.867
Output 1.6: Networks and clusters in Casamance towards sustainable enterprise growth are established - SEN	1.130.000
Output 2.1: The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships - ETH	241.300
Output 2.2: Local economic information and knowledge management system established - ETH	137.255
Output 2.3: Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships - SEN	545.000
Output 2.4: Local economic information and knowledge management system as well as observatory established - SEN	329.533
Output 3.1: Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward linkages with the local economy developed - ETH	300.625

Output 3.2: Business/entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies / strategies - SEN	207.904
Output 3.3: Legal and institutional framework of Special Economic Zones (industrial parks, agro poles, etc....) with special emphasis on Diamniadio - SEN	480.000
Monitoring and Coordination	1.204.345
Mid and Terminal Evaluation	26.000
Total project cost (incl. PSC)	7.920.792
Project Support Cost (13%)	1.029.703
Levy (1%)	79.208
Grand Total (exl. PSC)	8.000.000

DRAFT

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 **December 2019** to the actual completion date on **31 December 2023**.

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 Oversight⁴, the UNIDO Evaluation Policy⁵, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁶, and the UNIDO [Evaluation Manual](#).

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

The evaluation will use a theory of change approach⁷ 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 project's Theory of Change (TOC), 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.

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

⁵ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

⁶ 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)

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

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/mid-term evaluation, 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.
 - Project beneficiaries
- (c) **Field visit** to project sites in September/October 2023 (to be determined).
 - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UNIDO Field Office(s) representatives 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 crosscutting issues (environmental and social safeguards, human rights)?
2. What are the project's key results (outputs, outcome)? To what extent have the expected results been achieved or are likely to be achieved?
3. To what extent has the project achieved its overall objective? To what extent does the project generate or is expected to generate higher-level effects (impact)?
4. To what extent will the achieved results and benefits be sustained after completion of the project (sustainability)?
5. What are the key drivers and barriers to achieve the long-term objectives of the project? To what extent and how in particular has the project helped put in place the conditions needed to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
6. Has the project adequately addressed gender in its design and intervention?
7. Has the project adequately addressed environmental and social safeguards, human rights and disability in its design and intervention?
8. 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?
9. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?
10. 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](#).

DRAFT

Table 5. Project evaluation criteria

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

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 September 2023 to December 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/literature 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 September 2023 to December 2023. The evaluation field mission is tentatively planned for second half of September 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 will also debrief project managers/UNIDO staff and present the preliminary findings of the terminal evaluation (online). 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
August - September	Desk review
August – September 2023	<ul style="list-style-type: none"> • Preparation of Inception report (incl. evaluation matrix) • Online briefing with UNIDO project manager and the

	project team based in Vienna.
Second half of September early October 2023	<ul style="list-style-type: none"> • Data collection, incl. interviews, Field visit to Ethiopia and Senegal • Presentation to national stakeholders
November 2023	<ul style="list-style-type: none"> • Debriefing in Vienna or online • Preparation of first draft evaluation report
Second half of November 2023	<ul style="list-style-type: none"> • Internal peer review of the report by UNIDO's Independent Evaluation Unit and factual validation by other stakeholders • Incorporation of comments to draft evaluation report
December 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 two national evaluation consultants, one in Ethiopia and one in Senegal. 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 Ethiopia and Senegal 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 timetable⁸.

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.

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.

IX. ANNEXES

DRAFT

Annex 1: Project Logical Framework

Intervention logic	Key performance indicators	Sources of verification		Assumptions
Impact				
Structural transformation of the Ethiopian and Senegalese economies (financial and human capital) in agro-food and allied sectors.	<ul style="list-style-type: none"> • Proportion of population above the international poverty line, disaggregated by sex, age, and geographical location (urban/rural) (SDG1) • Proportion of employment (formal) by sex in the agri-business sector (SDG8) • % of manufacturing value added (SDG9) in the total GDP 	<ul style="list-style-type: none"> • Governments of Ethiopia and Senegal's statistical and economic reports • Other reports from international/regional organizations/institutions 	X	
Overall objective (strategic rationale)				
Increased employment opportunities in agro-industrial and allied sectors in Senegal and Ethiopia	<ul style="list-style-type: none"> • Rate and No. of persons disaggregated by sex and age communities integrated into the formal labour market • No. of MSMEs headed by youth/women • Increased market inclusion/integration in agro-industry related sectors 	<ul style="list-style-type: none"> • Governments of Ethiopia and Senegal's statistical and economic reports • RIPDs, IAIPs, RTCs, IPs and Agro pole's annual reports 	<ul style="list-style-type: none"> • RIPDCs successfully manage the IAIPs and ensures transparency • Governments of Ethiopia and Senegal maintain their support for agro processing development • Ongoing intervention on pilot IAIPs, RTCs, IPs, and Agro poles successfully accomplish integration with local communities through contract for delivery of goods and services 	
Results/Outcomes (why this project)				
Intervention Logic	Key Performance Indicators (UNIDO)	Key Performance indicators (Special Initiative)	Sources of verification	Assumptions

<p>Outcome 1: Youth, women and small holder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities</p>	<ul style="list-style-type: none"> • Number of employment opportunities created within and around the Parks/Agro poles • Productivity per worker increased in targeted local enterprises • % of local MSMEs supplying agro-processors within the Parks/Agro pole • No. of start-ups along agro-industrial value chains established 	<ul style="list-style-type: none"> •KPI1: Senegal (Target: 2000/ 50% women/80% youth) Ethiopia: (Target: 1021/50% women/60% youth) •KPI2: Senegal (Target: 2000/40% women/60% youth) Ethiopia (Target: 470/50% women/40% youth) •KPI3: Senegal (Target: 1,200/50% women/85% youth) 	<ul style="list-style-type: none"> •Project publications and documentaries •Ministries and governmental institutions of Ethiopia and Senegal’s reports •Inception baseline, midterm and final reports <p>Official Journals</p>	<ul style="list-style-type: none"> •Legal framework is passed and implemented •Investment opportunities in local economy increases •Political willingness and effective government/local authorities to pursue/engage in systemic changes
<p>Outcome 2: Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives and small holder farmers</p>	<ul style="list-style-type: none"> • Number of JV/partnerships established • Number of MSMEs in IAIPs/Agro poles/Industrial Parks ecosystem accessing resources through technical/financial instruments •Portfolio volume of new financial/technical products created and promoted 	<ul style="list-style-type: none"> •KPI4: Senegal (Target: 35 partnerships established) Ethiopia (Target: 50 partnerships signed) •KPI5: Ethiopia: (Target: 5 MSMEs) •KPI6: Senegal (Target: 12) 		
<p>Outcome 3: Governments of Senegal and Ethiopia mainstream legal and policy instruments/mechanisms for job</p>	<ul style="list-style-type: none"> • No. of new/updated policies adopted by policymakers • % of incentives/tools/instruments to attract impact investment 	<ul style="list-style-type: none"> •KPI6: Senegal (Target: 8) 		

creation and investments promotion into national policies		<ul style="list-style-type: none"> •KPI7: Senegal (Target: 50) Ethiopia: (Target: 20) 		
Ethiopia Technical Outputs				
Intervention logic	Key performance indicators	Sources of verification		Assumptions
Output 1.1 Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened	<ul style="list-style-type: none"> • Number of (joint) activities between IAIP/RTC/s ,business, and MSMEs • Number of contracts between local business in vicinity with IAIP/RTCs 	<ul style="list-style-type: none"> • Meeting, event, training reports • Signed contracts • Memorandums of Understanding (MoUs) signed and/or business partnerships agreements • Official Journals •Project publications and documentaries Survey reports, filled in datasheets, etc... 		<ul style="list-style-type: none"> • GoE and RIPDs effectively support MSMEs • Private sector increase their investment in MSMEs around IAIPs and RTCs • Banks and other financial entities ready to ease access to finance • European and German companies ready to invest • Government and national stakeholders willingness and readiness to participate in the process • Government enforces strategies and incentive package into national policy
Output 1.2 Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem	<ul style="list-style-type: none"> • Number of business plans, or similar, developed 			
Output 2.1 The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships	<ul style="list-style-type: none"> • Number of capacity building/ training activities conducted • Number of investment promotion training activities conducted •Number of tools/instruments developed 			

<p>Output 2.2 Local economic information and knowledge management system established</p>	<ul style="list-style-type: none"> ·Number of information dissemination material(s) ·Database realized and number of software introduced 		
<p>Output 3.1 Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward linkages with the local economy developed</p>	<ul style="list-style-type: none"> ·Number of policy documents drafted / prepared by UNIDO 		
<p>Senegal Technical Outputs</p>			
<p>Output 1.4 The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorised</p>	<ul style="list-style-type: none"> · Pre-feasibility study validated · Assessment available 	<ul style="list-style-type: none"> ·Diagnostic study and operational plans are available ·Stakeholder database available 	<ul style="list-style-type: none"> ·Quality of available experts ·Involvement of national stakeholders and willingness to cooperate in each region ·Continuous support from competent ministries
<p>Output 1.5 Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided</p>	<ul style="list-style-type: none"> ·Number of internships/apprenticeships offered ·Number of training centres involved ·Number of training curricula developed and delivered 	<ul style="list-style-type: none"> · Internship/apprenticeships agreements signed ·Training and evaluation reports ·Administrative and legal documents of established partnerships 	<ul style="list-style-type: none"> ·Companies are prepared to be involved in the initiative and are ready to benefit or participate in the opportunities offered · Government and national stakeholders willingness and readiness to participate in the process

	<ul style="list-style-type: none"> ▪Number of workshops conducted ▪Number of partnerships established ▪Number of youth participating in the training ▪Number of women participating in the training ▪Number of trainers trained (of which 40 % is female) 		
Output 1.6 Networks and clusters in Casamance towards sustainable enterprise growth are established	<ul style="list-style-type: none"> ▪A technical support system is structured and operational 	<ul style="list-style-type: none"> ▪Cluster strategy document ▪Report of workshops ▪Minutes of meeting ▪Field visits 	<ul style="list-style-type: none"> · Availability and involvement of stakeholders · Adequate political will · Government's support at local, regional and national levels
Output 2.3 Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships	<ul style="list-style-type: none"> ▪Technical support system is structured and operational ▪ Economic animation network is set up in the Casamance cluster ▪ Number of training session ▪ Number of facilitators trained ▪ Number of partnerships established 	<ul style="list-style-type: none"> ▪ Survey report ▪ Reports of trainings ▪ Signed contracts ▪ Memorandums of Understanding (MoUs) signed and/or business partnerships agreements 	<ul style="list-style-type: none"> ▪ Government's support at local, regional and national levels · Availability and involvement of technical/financial support structures
Output 2.4 Local economic information and knowledge management system as well as observatory established	<ul style="list-style-type: none"> ▪Local economic information material available ▪ Number of software provided ▪ Number of information dissemination material(s) available 	<ul style="list-style-type: none"> ▪ Software licenses ▪Observation of the platform 	<ul style="list-style-type: none"> ▪ Government's support at local, regional and national levels ▪Strategic data at regional and national levels available
Output 3.2 Business/entrepreneurship mechanisms, incentives and tools	<ul style="list-style-type: none"> ▪A strategy document is drafted and validated by national stakeholders (government, parliament, etc...) 	<ul style="list-style-type: none"> ▪ Validation workshop report 	<ul style="list-style-type: none"> The Government is eager to put youth and women at the core of its development priorities/strategy

<p>geared towards youth and women are mainstreamed in national policies / strategies</p>	<ul style="list-style-type: none"> •Number of mechanisms/tools/instruments included in national policies 	<ul style="list-style-type: none"> • Laws, Decrees, Circulars • Progress reports, minutes of meeting 	
<p>Output 3.3 Legal and institutional framework of Special Economic Zones (industrial parks, agro poles, etc....) with special emphasis on Diamniadio</p>	<ul style="list-style-type: none"> •Required legal documents drafted and submitted for adoption •The One Stop Shop of the park fully operational •Number of staff trained •Strategic framework available •New services are available 	<ul style="list-style-type: none"> • Laws, Decrees, Circulars • Progress reports, meetings minutes • Training material • progress reports • Monitoring system 	<p>The Government is keen to peruse its efforts to improve SEZ legal framework and adopt the operational texts</p>

Annex 2: Job descriptions



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

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Ethiopia and to Senegal
Start of Contract (EOD):	15/08/2023
End of Contract (COB):	15/12/2023
Number of Working Days:	40 working 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 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"> - Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). - Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. - Determine key data to collect in the field and adjust the key data collection instrument if needed. - 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. 	<ul style="list-style-type: none"> • Adjusted table of evaluation questions;; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed by the local technical expert 	4 days	Home-based
<ul style="list-style-type: none"> - 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. - Provide guidance to the national evaluator on activities to be undertaken - Prepare division of tasks 	<ul style="list-style-type: none"> • Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance. • Agreement with national evaluator on division of tasks 	2 days	Home based
<ul style="list-style-type: none"> - Online Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ. 	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	1 days	Through skype
<ul style="list-style-type: none"> - Conduct field mission to Ethiopia/Senegal⁹. 	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, 	20 days	(specific project site to be

⁹ 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"> • Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission. 		identified at inception phase)
<ul style="list-style-type: none"> - Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR; - Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments. 	<ul style="list-style-type: none"> • Draft evaluation report. 	10 days	Home-based
<ul style="list-style-type: none"> - Present overall findings and recommendations to the stakeholders at UNIDO HQ (online) 	<ul style="list-style-type: none"> • Presentation on preliminary findings, recommendations and conclusions. 	1 days	Vienna, Austria
<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> • Final evaluation report. 	2 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Postgraduate degree in Agriculture, Industrial Development, Economics, or development studies, or other relevant fields is required.

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 **AND** French is required. All reports and related documents must be in English and presented in electronic format.

ABSENCE OF CONFLICT OF INTEREST:

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

REQUIRED COMPETENCIES

CORE VALUES:

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

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

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

CORE COMPETENCIES:

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

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

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

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



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Ethiopia
Start of Contract:	01/09/2023
End of Contract:	15/12/2023
Number of Working Days:	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:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
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

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>data to collect in the field and prepare key instruments in English);</p>			
<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>	10 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>	8 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) Amharic 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.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Senegal
Start of Contract:	01/09/2023
End of Contract:	15/12/2023
Number of Working Days:	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:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
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

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>data to collect in the field and prepare key instruments in English);</p>			
<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>	10 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>	8 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 French 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

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: 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
- 3.2 National counterparts
- 3.3 Implementation partners/subcontractors
- 3.4 Donor

4. FACTORS FACILITATING OR LIMITING THE ACHIEVEMENT OF RESULTS

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

5. Conclusions, recommendations, and lessons learned

- 5.1 Conclusions
- 5.2 Recommendations

5.3 Lessons learned

5.4 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

DRAFT

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		
<p><u>Rating system for quality of evaluation reports</u></p> <p>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.</p>			