



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Draft TERMS OF REFERENCE

Independent terminal evaluation of the project:

Resilience and recovery programme for micro, small and medium-sized enterprises in Senegal¹

UNIDO ID: 210011

[10/2024]

¹ Original title (F) : Programme de résilience et de relance des microentreprises et des petites et moyennes entreprises au Sénégal

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet²

Project title	Programme de résilience et de relance des microentreprises et des petites et moyennes entreprises (P2R) au Sénégal
UNIDO ID / EU project ID	210011
Region	West Africa
Country(ies)	Senegal
Project funding partner(s)	European Union
Project approval date	
Planned project start date (as indicated in project document/)	1.4.2021
Actual project start date (First PAD issuance date)	
Planned project completion date (as indicated in project document)	31.3.2025
Actual project completion date (as indicated in UNIDO ERP system)	
Project duration (year): Planned: Actual:	36 months 48 months
Implementing agency(ies)	UNIDO
Government coordinating agency	
Executing Partners	Ministère de l'Industrie et du Commerce
Donor funding	2 250 000 EUR
UNIDO input (in kind, USD)	
Co-financing at CEO Endorsement, as applicable	
Total project cost (EUR), excluding support costs	2 102 804 EUR
Gender Marker	1 (limited expected contribution to GE)
Mid-term review date	2023
Planned terminal evaluation date	Q1/2025

Source: Project document, UNIDO ERP system

² Data to be validated by the Consultant

2. Project context

The global Covid-19 epidemic put a severe strain on populations and economies around the world. Although Senegal reported fewer cases of people infected with COVID-19 than other countries on the continent, Senegal's economic and financial systems were hit hard due to necessary restrictions. This affected in particular informal economies and sectors such as accommodation and food services, commerce, transport, and fishing, which together constitute 40% of employment. The pandemic also led to a GDP decline from 5.3% in 2019 to 1.1% in 2020, with specific losses in accommodation and food services (-60.7%), transport (-8.8%), and fishing (-3.9%).

To combat the crisis and limit the consequences of the pandemic, the Government of Senegal adopted and implemented a national response plan, the *Programme de Résilience Économique et Sociale (PRES)*³, with a budget of 1,000 billion FCFA (approximately \$2 billion), focused on health, economic stability, and ensuring essential supplies. The PRES was also in line with the objectives of the *Plan Sénégal Émergent (PSE)*⁴. However, Micro, Small, and Medium Enterprises (MSMEs), which according to some sources constitute 97% of Senegal's economy and over 90% of employment, were particularly vulnerable. The government's efforts, while helpful, could not guarantee the survival of many MSMEs. These enterprises needed to adjust by inter alia sourcing new raw materials, diversifying products, and adopting new marketing methods.

The pandemic also worsened the employment crisis, with an expected rise in unemployment and declining household incomes. More than 80% of households reported a decrease in income. Women and youth, who are heavily involved in MSMEs, were particularly affected.

The *Programme de résilience et de relance des Micro, Petites et Moyennes Entreprises (MPME) au Sénégal*, called P2R in abbreviation, is part of the *Projet d'appui à la compétitivité de l'Afrique de l'Ouest - Volet Sénégal (PACAO)*⁵. It was developed to contribute to the economic and social response to the global Covid-19 pandemic that emerged in March 2020.

Within the framework of PACAO (WACOMP) Senegal, the P2R complements the interventions implemented by the International Trade Centre (ITC) to support the competitiveness of micro, small and medium-sized enterprises (MSMEs) in the mango, onion and information and communication technology (ICT) sectors. It supports the Resilience and recovery programme for micro, small and medium-sized enterprises (PRES) in Senegal, in particular Pillar 2 (Strengthening the social resilience of populations) and Pillar 3 (Macroeconomic and financial stability), and aims to support the private sector and maintain employment. The P2R Programme also aims at contributing to achieving the objectives of the *Programme for Country Partnership (PCP) Senegal*, UNIDO's cooperation model for accelerating inclusive and sustainable industrial development in Member States.

³ Resilience and recovery programme for micro, small and medium-sized enterprises (MSMEs) in Senegal

⁴ The Emerging Senegal Plan (PSE) is an economic and social development program for Senegal launched in 2014 by President Macky Sall, aimed at transforming the country's economy and improving the living conditions of its population.

⁵ French for West Africa Competitiveness Programme (WACOMP) - Senegal Component

3. Project objective and expected outcomes

3.1. Project objective

The overall objective of the P2R was to support the operationalization of the Economic and Social Resilience Programme's component dedicated to businesses. The P2R also aimed at contributing to Phase 2 of the *Plan Sénégal Émergent* (post-Covid), taking into account the priority sectors identified therein.

The specific objective of the P2R set out in the Project Document was to support the resilience of micro, small and medium-sized enterprises and their employees to the Covid-19 crisis and to initiate a rapid and sustainable post-Covid-19 recovery in the following sectors: accommodation and food services, transport, fishing and fish farming, the pharmaceutical industry and the agri-food Industry. In its strategic document, *Plan d'Actions Prioritaires Ajusté et Accéléré (PAP2A)*⁶, the Government of Senegal defined these sectors as the priority sectors guaranteeing the achievement of Senegal's economic sovereignty.

The **main target groups** of the P2R were the Government of Senegal, MSMEs, particularly those operating in the most affected sectors/value chains, support institutions and advisory structures, testing laboratories and other quality infrastructure structures, professional associations and organizations, cooperatives active in the same sectors/value chains, employees, women and youth, and consumers.

The Project Document lists the following **main stakeholders** of the P2R:

- 1) The Government: Ministry of Industry and Commerce, Ministry of Finance and Economy, and the Ministries of Agriculture, Fisheries, Industry, Tourism and Transport
- 2) Senegal's private sector
- 3) Support institutions for the private sector and in particular for MSMEs (inter alia, the *Bureau de Mise à Niveau (BMN)*, the *Agence de développement et d'encadrement des petites et moyennes entreprises (ADEPME)*)
- 4) National quality institutions, training centres and national consultancies offices.

3.2. Project results

The following are, in brief, some of the **expected results** of the programme:

- 1) The capacity of at least 250 formally constituted local MSMEs (of which at least 30% are women-led and 20% youth-led) is strengthened while jobs are maintained and the potential for job creation enhanced in the agri-food, healthcare and other sectors identified as priorities to improve production processes and adopt technical standards and regulations to meet local demand and for export to the ECOWAS sub-region.
- 2) Support for the upgrading of 6 laboratories to deal with the health crisis
- 3) Technological innovation is supported to develop the means of combating Covid-19 by adopting the necessary processes and equipment/materials.

⁶ Adjusted and Accelerated Priority Action Plan (June 2020)

4. Project implementation arrangements and coordination mechanism

- 1) **The National Steering Committee** (*Comité National de Pilotage*) ensures the supervision of the P2R and approves the project's general direction and course of action. It meets twice a year and has the role of validating the work programs and activity reports submitted by UNIDO.
- 2) A **Technical Committee** (*Comité Technique*) comprising at least representatives of the Ministry of Trade, the focal points of beneficiary structures, the Délégation de l'Union Européenne (DUE) and UNIDO. The role of this committee is to define the technical guidelines needed to implement the project. The committee shall meet as often as necessary.
- 3) The **Project Manager** (*Gestionnaire du Projet*) based at UNIDO headquarters coordinates the project and is responsible for project monitoring and reporting on implementation. UNIDO Headquarters Vienna monitors and provides the necessary support to all project activities
- 4) The day-to-day management of the project is carried out by a **Project Implementation Unit** (*Cellule Technique de Gestion (CGP)*) that supports the launch, promotion and communication of the programme. The PIU also supports the implementation and coordination of project activities. It prepares reports on the implementation and assists in resolving specific problems arising at national level. The PIU is composed of:
 - A National Project Coordinator (*Coordinateur National du Projet*) responsible for overall and strategic coordination of the project in the field, in close collaboration with the UNIDO Resident Representative. He/she is expected to provide the field with the necessary support for the management of resources, equipment, information and reports to Headquarters. In close collaboration with the UNIDO Resident Representative, the NPC liaises with the technical party designated by the Government, UN agencies and the donor, and keeps them regularly informed of the progress of the project.
 - Administrative and financial assistant and driver.
 - Junior Coordinator

National and international experts are mobilized throughout the implementation of the project. They provide support in the technical areas, including needs assessment, procurement of technical equipment and required training.



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

A mid-term evaluation was conducted from January to March 2023 covering the first twenty months of project implementation. Its findings and recommendations are summarized below.

5.1. Main findings

1) Project Design

The project builds on UNIDO's prior experience in upgrading initiatives, including identifying priority sectors, selecting eligible companies, and project governance. The approach targets rapid, focused support for MSMEs with 2 to 3 key actions, including at least one intangible and preferably one material action. Although the involvement of the "Projet de soutien à l'ordonnateur national des fonds européen de développement" (PSONFED) during project formulation was limited, its concerns were addressed during project startup and implementation. The project was developed using the CIRP⁷ approach under UNIDO's Enterprise Modernization and Innovation Programme (EMIP).

2) Relevance and National Ownership

National stakeholders have been deeply involved in identifying the project's priorities from inception and remain engaged in its implementation and sustainability efforts. The project design aligns with national priorities, EU cooperation objectives, and with UNIDO's mandate, supporting the government's strategy and post-Covid-19 recovery efforts. While the project has strong national commitment and ownership, adjustments were suggested, to support companies in obtaining manufacturing authorizations and using barcodes, prepare for their entry into the Agropoles, create a Technical Centre for Packaging and improve the online sales platform of the Ministry of Commerce, Consumer Affairs and SMEs.

3) Efficiency

UNIDO's contributions to the implementation of the P2R project were provided as planned, despite some minor delays caused by the lengthy recruitment of technical experts and the formal establishment of the P2R Technical Committee. At mid-term 111 business recovery and resilience plans were validated (out of a target of 200) and 6 analysis laboratories selected (out of a target of 5). UNIDO's inputs, including expertise, training, and subcontracting, played a key role in achieving these objectives.

The allocated budget was used as planned. However, stakeholders felt it was insufficient for impact and recommended extending the project with additional funding.

The project's monitoring, reporting and evaluation, as well as communication mechanisms effectively support project implementation.

4) Gender and Youth, Impact and Sustainability

The project succeeded in being gender and youth inclusive, with 48.6% of the selected businesses run by women and 27.9% by young people, exceeding the initial objectives.

The sustainability of the results is judged to be paramount by the national actors, and efforts are made to integrate the project into a global vision by working closely with the government and other stakeholders.

5) Scaling up and lessons learned

The communication of project results will play a key role in view of scaling up and replication of achievements. National stakeholders recommend a project extension with additional funding to broaden its scope, to support more companies, strengthen financial partnerships, and improve infrastructure.

The mid-term evaluation found gaps in the logical framework, delay in the implementation of some project activities. It also assessed the budget too low to achieve the objectives set.

⁷ COVID-19 Industrial Recovery Programme

6) Project management

Project implementation was found efficient as regards coordination and quality control. UNIDO's technical expertise is appreciated by partners. Some delays were however observed in the implementation of some project activities.

5.1. Recommendations from the mid-term evaluation

The following main recommendations were made by the mid-term evaluation:

- 1) Accelerate project implementation to avoid delays. Particular attention should be paid to the recruitment of experts and the procurement of equipment.
- 2) Consider extending the project and obtain additional funding to consolidate the results achieved. It is also recommended to support an additional number of companies.
- 3) Select the remaining MSMEs in under-represented regions and sectors, including at least one laboratory outside Dakar.
- 4) Strengthen interactions between P2R and the Bureau de Mise à Niveau to identify and implement complementarities and synergies.
- 5) Include a cartographic representation of the companies supported in the annual progress report.

6. Budget information

Table 1: UNIDO budget allocation at approval and expenditure

Result no./ Budget line	Result/ Items by budget line	Funds Allocation	2021	2022	2023	2024	2025	Expenditure	Expenditure Rate
Produit 1: Renforcer la capacité d'au moins 200 MPME locales									
1100	Staff & Intern Consultants	257.949,99	56.325,68	106.021,63	52.857,14	42.744,87		257.949,32	100%
1500	Local Travel	101.300,01	11.596,08	20.111,96	54.311,87	13.897,51		99.917,42	99%
1600	Staff Travel	2.800,00				2.798,65		2.798,65	100%
1700	Nat.Consult./Staff	210.800,00	5.501,04	28.847,78	97.762,73	65.801,67	13.321,04	211.234,26	100%
2100	Contractual Services	73.600,00		52.680,00	4.868,04	8.171,00		65.719,04	89%
3000	Train/Fellowship/Study	45.500,00	7.264,74	15.857,57	13.527,03	6.114,83		42.764,17	94%
4500	Equipment	391.950,00			0,00	328.228,54		328.228,54	84%
5100	Other Direct Costs	33.800,00	858,03	6.948,62	22.826,82	3.105,17		33.738,64	100%
Sous-Total Produit 1		1.117.700,00	81.545,57	230.467,56	246.153,63	470.862,24	13.321,04	1.042.350,04	93%
Produit 2: Soutenir au moins la mise à niveau de 5 laboratoires pour faire face à la crise sanitaire									
1100	Staff & Intern Consultants	91.404,71	7.594,38	9.465,49	49.037,74	16.007,10		82.104,71	90%
1500	Local Travel	36.566,47		2.520,59	22.393,26	11.652,62		36.566,47	100%
1700	Nat.Consult./Staff	40.848,95		5.679,60	18.696,06	14.546,38	5.675,13	44.597,17	109%
3000	Train/Fellowship/Study	2.740,38		3.831,01	-1.090,63			2.740,38	100%
4500	Equipment	1.900,00			0,00			0,00	0%
5100	Other Direct Costs	4.544,95		443,77	3.587,58	487,02		4.518,37	99%
Sous-Total Produit 2		178.005,46	7.594,38	21.940,46	92.624,01	42.693,12	5.675,13	170.527,10	96%
Produit 3: Appuyer l'innovation technologique pour développer les moyens de lutte contre le Covid 19 par l'adoption des procédés et des équipements/matériaux nécessaires									
1100	Staff & Intern Consultants	73.894,54		6.090,44	25.079,30	32.976,75		64.146,49	87%
1500	Local Travel	12.327,35		0,00	3.472,00	7.458,76		10.930,76	89%
1700	Nat.Consult./Staff	65.780,20		5.679,62	8.332,82	41.260,08	11.323,38	66.595,90	101%
2100	Contractual Services	5.000,00						0,00	0%
3000	Train/Fellowship/Study	6.216,77				1.216,77		1.216,77	20%
4500	Equipment	22.367,39			0,00	6.762,10		6.762,10	30%

5100	Other Direct Costs	2.108,29		0,01	997,13	1.050,51		2.047,65	97%
Sous-Total Produit 3		187.694,54	0,00	11.770,07	37.881,25	90.724,97	11.323,38	151.699,67	81%
Gestion, suivi et communication									
1100	Staff & Intern Consultants	67.635,00	0,00	20.138,29	29.956,65	17.333,82		67.428,76	100%
1101	Technical Services	94.665,00	13.288,00	22.590,00	19.075,29	39.703,84		94.657,13	100%
1500	Local Travel	6.700,00		3.000,99	3.696,27	-37,83		6.659,43	99%
1600	Staff Travel	7.900,00		1.137,07	2.123,78	4.566,43		7.827,28	99%
1700	Nat.Consult./Staff	191.053,00	39.314,94	41.031,52	78.960,55	28.847,27	2.419,45	190.573,73	100%
1701	Tech/Admin Support	26.247,00	480,00	14.754,00	4.634,95	5.785,95		25.654,90	98%
4300	Premises	62.550,00	19.305,52	26.947,41	2.414,20	12.458,54	3.657,68	64.783,35	104%
4500	Equipment	46.300,00	45.806,78	464,05	2.608,00	-2.607,71		46.271,12	100%
5100	Other Direct Costs	64.353,74	6.604,05	15.467,45	28.905,47	9.983,58		60.960,55	95%
Sous-Total Gestion, suivi et communication		567.403,74	124.799,29	145.530,78	172.375,16	116.033,89	6.077,13	564.816,25	100%
Évaluations à mi parcours et finale									
1100	Staff & Intern Consultants	30.000,00			13.695,60			13.695,60	46%
1500	Local Travel	16.000,00			10.901,08			10.901,08	68%
1700	Nat.Consult./Staff	2.000,00						0,00	0%
4500	Equipment	0,00			0,00			0,00	0%
5100	Other Direct Costs	4.000,00			24,35			24,35	1%
Sout-Total Évaluations à mi parcours et finale		52.000,00	0,00	0,00	24.621,03	0,00	0,00	24.621,03	47%
S/TOTAL		2.102.803,74	213.939,24	409.708,87	573.655,08	720.314,22	36.396,68	1.954.014,09	
Coûts indirects (7%)		147.196,26	14.975,75	28.679,62	40.155,86	50.422,00	2.547,77	136.780,99	
Total Budget du Projet		2.250.000,00	228.914,99	438.388,49	613.810,94	770.736,22	38.944,45	2.090.795,08	

Source: Project document and UNIDO Project Management ERP database as of [24/10/2024]

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 01/2021 to the estimated completion date in 03/2025.

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 UNIDO Evaluation Policy⁸, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁹, and 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 approach¹⁰ 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 theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of funding partners, counterparts, and other stakeholders.

⁸ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

⁹ 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).

¹⁰ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- (c) **Field visit** to project sites in Senegal.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries, inter alia representatives of selected MSMEs and laboratories.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national and regional authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions are the following:

- 1) Relevance: To what extent do the objectives of the P2R respond to beneficiaries, country, and partner/institution needs?
- 2) Coherence: How compatible is the project with other interventions in the country, sectors or institution? To what extent does the P2R project align with Senegal's national policies and priorities, such as the PSE or the national post-Covid response plan?
- 3) Effectiveness: To what extent have expected results and objectives been achieved or are likely to be achieved?
- 4) Efficiency: How well are resources being used? Has the project delivered results in an economic and timely manner?
- 5) Impact: What difference does the intervention make for the main target groups in Senegal? To what extent has the project generated significant positive or negative, intended or unintended, higher-level, transformative effects?
- 6) Sustainability: To what extent will the achieved results and benefits last after completion of the project?
- 7) What are the key drivers and barriers to achieve the long-term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
- 8) Has the project adequately considered and addressed gender in its design and intervention?
- 9) Has the project adequately considered and addressed environmental and social safeguards, human rights and disability in its design and intervention?
- 10) Have the recommendations from the mid-term evaluation been addressed/implemented?

The Evaluation Team 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 detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO [Evaluation Manual](#).

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	• Funding partner	Yes
G	Environmental and Social Safeguards (ESS)¹¹, Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

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

- a. **Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- b. **Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.

¹¹ Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](#); https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf.

3. Rating system

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

Table 6. Project rating criteria

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

IV. EVALUATION PROCESS

The evaluation will be conducted from 12/2024 to 03/2025. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance including a management response table, and publication of the final evaluation report on the UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from 12/2024 to 03/2025. The evaluation field mission is tentatively planned for 01/2025. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. 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 Evaluation team 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/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
December 2024	Desk review and writing of inception report
December 2024	Online briefing with UNIDO project manager and the project team
January 2025	Data collection. Field visit (Senegal)
February 2025	Online debriefing. Preparation of first draft evaluation report
February/March 2025	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report
March/April 2025	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

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

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

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

The UNIDO Project Manager and the project management team in 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 resource persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews

with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report 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”); Unit 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 timetable¹².

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 feedback 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’s Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is

¹² The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

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 submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Intervention strategy		Indicators	Means of verification	Risks / Hypotheses
Overall objective	Support the operationalization of the axis of the Economic and Social Resilience Program (PRES) dedicated to businesses and the post-COVID PSE, taking into account the priority sectors identified therein	Sectoral indicators improve for target sectors for economic recovery	Statistics published by national and international organizations	Government commitment to implement the PRES and PES
Specific objective	Support the resilience of MSMEs and their employees to the Covid-19 crisis and initiate a rapid and sustainable post-Covid-19 recovery in sectors such as Accommodation and Catering, Transport, Fisheries and Fish Farming, the Pharmaceutical Industry and the Agri-Food Industry	<ul style="list-style-type: none"> The capacities of at least 250 local MSMEs are improved (including at least 30% of enterprises led by women and 20% by youth) At least 6 laboratories are upgraded to face the health crisis 5 innovations in products, processes or technologies likely to improve the fight against Covid-19 are developed and introduced within companies 	<ul style="list-style-type: none"> Activity reports Evaluation reports Interviews with beneficiaries 	Government commitment to support sectors most affected by the crisis
Results	Outcome 1 (SN3. 1.A. 1): The capacity of at least 200 local MSMEs (including at least 30% women-led and 20% youth-led) is strengthened in the agri-food, healthcare and other sectors identified as priorities, to improve production processes and adopt standards and technical regulations to meet local	<ul style="list-style-type: none"> 250 MSMEs from priority value chains are selected At least 30% of selected MSMEs are women-led and 20% are youth-led At least 70% of the selected companies have implemented concrete measures to overcome the impact of the health crisis At least 50% of the selected MSMEs were able to fully recover the financial and economic losses due to the health crisis 	<ul style="list-style-type: none"> Activity reports Business plans Interviews Training materials MSME files Training Workshop Report 	<p>Private sector engagement and collaboration</p> <p>Availability of national expertise</p> <p>Government commitment to implement the PRES and PES</p>

	demand and for export to the ECOWAS sub-region	<ul style="list-style-type: none"> • At least 40 companies are supported in obtaining the FRA • At least 20 companies are supported in the use of barcodes 		
	Result 2 (SN3. 1.A. 2): The upgrading of 6 laboratories is supported to deal with the health crisis	<ul style="list-style-type: none"> • At least 6 laboratories are selected • At least 6 laboratories are upgraded • At least 10 areas of analysis are being strengthened to improve the quality of products and services needed to combat the health crisis • Quality management systems for accreditation developed for 6 laboratories • At least 4 laboratories supported in their accreditation preparation process 	<ul style="list-style-type: none"> • Selection report • Upgrade plans • Press • Interviews • Activity reports 	
	Result 3 (SN3. 1.A 3): Technological innovation is supported to develop the means to combat Covid-19 through the adoption of the necessary processes and equipment/materials	<ul style="list-style-type: none"> • At least 5 innovations are selected, developed and promoted • At least 10 companies are supported to introduce the innovations developed 	<ul style="list-style-type: none"> • Selection reports • Activity reports • Interviews • Impact report of the innovation provided (before/after study) 	
Activities	1.1 Light analysis of the economic situation and the Government's priorities with a view to specifying the conditions for selecting MSMEs that will be targeted by the project: priority value chains or sectors, priority geographical locations, characteristics of the company including gender data, inclusion	<ul style="list-style-type: none"> • The analysis is carried out • The conditions for selecting beneficiary MSMEs are adopted by all stakeholders 	<ul style="list-style-type: none"> • Analysis report • Priority Value Chain Selection Report • Minutes of meetings 	

of cooperatives and other groups, etc.			
1.2 Selection, in consultation with national stakeholders, of 200 MSMEs meeting the required conditions (see Activity 1.1.); the selection will be carried out according to a transparent process with, where necessary, the involvement of national stakeholders	250 MSMEs are selected, of which at least 30% are run by women and at least 20% by young people	<ul style="list-style-type: none"> • MSME Selection Report • Activity report 	
1.3 Upgrading and modernization of selected Companies	<ul style="list-style-type: none"> • 250 diagnostic studies are carried out • 250 upgrade plans are adopted and implemented • At least 160 MSMEs received technical or financial assistance • At least 40 companies are supported in obtaining the FRA • At least 20 companies are supported in the use of barcodes • At least 10 training seminars/workshops are organized 	<ul style="list-style-type: none"> • Interviews/Press • Diagnostic report / business plans • Expert reports • Activity reports • Training materials • Training workshop reports 	
2.1 Selection of the 6 laboratories benefiting from the Program:	6 laboratories are selected	<ul style="list-style-type: none"> - Selection report - Activity report 	
2.2 Diagnosis of laboratories from the point of view of their capacity to support the health response on the one hand, and to better meet the needs of MSMEs benefiting from the P2R, on the other hand, and development of a plan for	An upgrade plan is developed for each selected laboratory	<ul style="list-style-type: none"> - Diagnostic reports - Expert reports - Upgrade plans - Activity reports 	

	upgrading processes, products or functional upgrading			
	2.3 Execution of compliance plans	6 laboratory upgrade plans are executed Quality management systems according to normative, regulatory and international accreditation requirements developed for laboratories	<ul style="list-style-type: none"> • Activity report • Training materials • Interviews • Training workshop report • Laboratory assessment reports 	
	3.1 Selection of at least 5 innovations in products, processes or technologies likely to improve the fight against Covid-19	5 innovations are selected	<ul style="list-style-type: none"> - Selection report - Activity report 	
	3.2 Support for the final development of selected innovations: technical/supervisory or financial support	5 innovations are finalized and ready to be implemented	<ul style="list-style-type: none"> • Activity report • Interviews 	
	3.3 Promotion of innovation	<ul style="list-style-type: none"> - a workshop to present innovations is organized - a communication campaign is organized 	<ul style="list-style-type: none"> • Seminar report • Activity report • Press 	
	3.4 Support for the implementation of innovations in 10 MSMEs	At least 10 MSMEs implement the innovations	<ul style="list-style-type: none"> • Activity report • Press • Interviews 	
	3.5 Improve the online sales platform of the Ministry of Commerce, Consumer Affairs and SMEs to make it more accessible to different operators.	Online sales platform of the Ministry of Commerce, Consumer Affairs and SMEs accessible to a wider number of operators, particularly SMEs.	<ul style="list-style-type: none"> • Statistics and documents from the MCCPME platform 	

Annex 2: Job descriptions / Description des postes



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 Senegal
Start of Contract (EOD):	[12/2024]
End of Contract (COB):	[03/2025]
Contract Type	WAE
Number of Working Days:	30 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

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

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

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

2. PROJECT CONTEXT

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

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

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
<p>Desk review & data analysis: Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national evaluator prior to the field visit. Determine key data to collect in the field. In coordination with the project manager and the project management team, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted key evaluation questions (if needed) Draft list of stakeholders to be interviewed and sites to be visited List of key issues and questions for consideration by the team leader 	3 days	Home-based
<p>Inception phase: Identify the key evaluation questions and prioritize evaluation criteria to be assessed in depth. Identify evaluation tools to be used and data to be collected, confirm the evaluation methodology, draft a theory of change, and provide a tentative workplan and field mission. Provide guidance to the national evaluator prior to field mission.</p>	<ul style="list-style-type: none"> Inception report, including a proposed methodology, draft theory of change stakeholder mapping, evaluation matrix, mission agenda, workplan and distribution of responsibilities for each team member 	5 days	Home based

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
<p>Interviews, field mission, surveys and additional literature review:</p> <p>Conduct interviews online and in person, where feasible.</p> <p>Carry out field mission for interviews and on-site observations.</p> <p>Conduct survey, if deemed useful.</p> <p>Conduct additional literature review, if necessary.</p> <p>Draft preliminary findings and conclusions and prepare presentation to key stakeholders in the field.</p>	<ul style="list-style-type: none"> • Information/Evaluation data collected • Individual interview summaries • Technical inputs and observations emanating from interviews and field visit • Report outline • Presentation (PPT) of preliminary findings and conclusions 	10 days	Home based, online, country visit(s)
<p>Data analysis & report writing:</p> <p>Coordinate the inputs from the national evaluator and draft the evaluation report.</p> <p>Share the draft evaluation report with UNIDO project management team, the UNIDO evaluation manager, funding partner representatives, and national stakeholders for feedback and comments.</p> <p>Present preliminary findings and recommendations to the stakeholders in an online debriefing meeting.</p>	<ul style="list-style-type: none"> • Draft evaluation report • Debriefing meeting (HQ) 	10 days	Home-based, online
<p>Report finalization and submission:</p> <p>Revise the draft project evaluation report based on verifiable verbal and written comments from key evaluation stakeholders.</p> <p>Conduct final edit of language and formatting according to UNIDO standards and templates, and submit report to the IEU evaluation manager.</p>	<ul style="list-style-type: none"> • Final evaluation report in French and executive summary in English 	2 days	Home-based
<p>Team leading</p> <p>Coordinate and supervise the work of the evaluation team.</p>	<ul style="list-style-type: none"> • Team performance 	Through out	n/a

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree (master's or equivalent) in economics, environment, energy, engineering, sciences, agro-industries, development studies or other relevant discipline is **required**.

Technical and functional experience:

- Minimum of 10 years' experience in the evaluation of technical cooperation projects/programmes in developing countries.
- Knowledge of national industrial development situation, institutions, and programmes.
- Work experience in geographical region (West Africa).
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- Familiarity with gender analysis tools and methodologies an asset.
- Familiarity with social and environmental analysis, tools and methodologies is an asset.
- Experience in the needs, conditions and problems in developing countries is desirable.

Languages:

Fluency in written and spoken English and French is required. All reports and related documents must be in French/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 Senegal
Start of Contract:	[12/2024]
End of Contract:	[03/2025]
Contract type	WAE
Number of Working Days:	26 days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

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

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

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
<p>Desk review & data analysis:</p> <p>Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed from a national point of view and advise the team leader.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument, if needed.</p> <p>In coordination with the evaluation team leader, discuss and share responsibilities for online and in-person meetings and agree on a meeting schedule, and list of stakeholders to be interviewed and sites to be visited.</p>	<ul style="list-style-type: none"> • Draft list of stakeholders to be interviewed and sites to be visited • Workplan and responsibilities for each team member • List of key issues and questions for consideration by the team leader 	3 days	Home-based
<p>Inception phase:</p> <p>Provide inputs to team leader on key evaluation questions.</p> <p>Based on guidance from team leader prepare initial draft of output analysis.</p> <p>Provide inputs to inception report.</p>	<ul style="list-style-type: none"> • Output analysis and technical inputs • Input to inception report 	4 days	Home based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, organize and</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	14 days	Home-based, local travel

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
lead site visits (if needed), in close cooperation with project staff in the field.	<ul style="list-style-type: none"> • Individual interview summaries • Technical inputs and observations emanating from interviews 		
Conduct the field mission with the team leader in cooperation with the Project Management Unit, where required; Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.	<ul style="list-style-type: none"> • Contribute to presentations of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 		
<p>Data analysis & report writing: Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Together with the team leader, present overall findings, conclusions and recommendations to the stakeholders at UNIDO HQ in a debriefing meeting.</p>	<ul style="list-style-type: none"> • Inputs to draft evaluation report • Debriefing meeting 	5 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree (master's or equivalent) in economics, engineering, sciences, agro-industries, environment, business administration, development studies or other relevant discipline is **required**.

Technical and functional experience:

- Excellent knowledge and competency in the field of MSMEs 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 social and environmental analysis, tools and methodologies is an asset.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and French is required. Knowledge of local language 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.

DESCRIPTION DES POSTES

Titre:	Évaluateur principal, chef d'équipe
Lieu de travail:	Basé à domicile
Missions:	Mission au Sénégal
Début du contrat:	[12/2024]
Fin du contrat:	[03/2025]
Numéro de jours:	30 jours ouvrables répartis sur la période susmentionnée

CONTEXTE ORGANISATIONNEL

L'Organisation des Nations Unies pour le développement industriel (ONUDI) est l'agence spécialisée des Nations Unies qui promeut le développement industriel pour la réduction de la pauvreté, la mondialisation inclusive et la durabilité environnementale. La mission de l'ONUDI, telle que décrite dans la Déclaration de Lima adoptée lors de la quinzième session de la Conférence générale de l'ONUDI en 2013 ainsi que dans la Déclaration d'Abu Dhabi adoptée lors de la dix-huitième session de la Conférence générale de l'ONUDI en 2019, est de promouvoir et d'accélérer le développement industriel inclusif et durable (ISID) dans les États membres. La pertinence de l'ISID en tant qu'approche intégrée des trois piliers du développement durable est reconnue par le Programme de développement durable à l'horizon 2030 et les Objectifs de développement durable (ODD) connexes, qui encadreront les efforts de l'ONU et des pays en faveur du développement durable. Le mandat de l'ONUDI est pleinement reconnu dans l'ODD-9, qui appelle à « Construire des infrastructures résilientes, promouvoir une industrialisation inclusive et durable et favoriser l'innovation ». La pertinence de l'ISID, cependant, s'applique dans une mesure plus ou moins grande à tous les ODD. En conséquence, l'axe programmatique de l'Organisation est structuré en quatre priorités stratégiques: Créer une prospérité partagée; Promouvoir la compétitivité économique; Sauvegarder l'environnement; et Renforcer les connaissances et les institutions.

Chacun de ces domaines d'activité programmatique contient un certain nombre de programmes individuels, qui sont mis en œuvre de manière globale pour obtenir des résultats et des impacts efficaces grâce aux quatre fonctions habilitantes de l'ONUDI : i) coopération technique ; ii) fonctions d'analyse et de recherche et services consultatifs en matière de politiques ; iii) fonctions normatives et activités liées aux normes et à la qualité ; et iv) convocation et partenariats pour le transfert de connaissances, la mise en réseau et la coopération industrielle. Ces fonctions essentielles sont assurées par des départements/bureaux au siège, dans les bureaux régionaux, dans les centres de services et dans les bureaux de pays.

L'Unité d'évaluation indépendante de l'ONUDI (EIO/IEU) est responsable de la fonction d'évaluation indépendante de l'ONUDI. Elle soutient l'apprentissage, l'amélioration continue et la responsabilité, et fournit une analyse et une évaluation des résultats et des pratiques fondées sur des données probantes qui alimentent les processus de prise de décision programmatique et stratégique. Les évaluations indépendantes fournissent une appréciation crédible, fiable et utile qui permet d'intégrer en temps utile les conclusions, les recommandations et les enseignements tirés dans les processus de prise de décision

à l'échelle de l'organisation, des programmes et des projets. EIO/IEU est guidé par la politique d'évaluation de l'ONUDI, qui est alignée sur les normes et standards d'évaluation du système des Nations Unies.

Le consultant principal en évaluation/chef d'équipe évaluera le projet conformément aux termes de référence liés à l'évaluation. Il/elle effectuera, entre autres, les tâches principales suivantes :

PRINCIPALES FONCTIONS	Résultats mesurables à atteindre	Jours de travail	Lieu
<p>Examen des documents et analyse des données :</p> <p>Examiner la documentation du projet et les informations générales pertinentes sur le pays (politiques et stratégies nationales/régionales, stratégies des Nations Unies et données économiques générales). Définir les problèmes techniques et les questions à traiter par l'évaluateur national avant la mission sur le terrain.</p> <p>Déterminer les données clés à collecter sur le terrain.</p> <p>En coordination avec l'équipe de gestion du projet, déterminer les sites appropriés à visiter et les parties prenantes à interroger.</p>	<ul style="list-style-type: none"> • Ajustement des questions clés de l'évaluation (si nécessaire) • Projet de liste des parties prenantes à interviewer et des sites à visiter • Liste des principaux problèmes et questions à examiner par le chef d'équipe 	3 jours	Basé à domicile
<p>Phase de démarrage :</p> <p>Identifier les questions clés de l'évaluation et prioriser les critères d'évaluation à examiner en profondeur.</p> <p>Identifier les outils d'évaluation à utiliser et les données à collecter, confirmer la méthodologie d'évaluation, développer une théorie du changement. Préparer un plan de travail provisoire et un programme de mission sur le terrain.</p> <p>Fournir des orientations à l'évaluateur national avant la mission sur le terrain.</p>	<ul style="list-style-type: none"> • Rapport de démarrage, comprenant une proposition de méthodologie, un projet de théorie du changement, une cartographie des parties prenantes, une matrice d'évaluation, un programme de mission, un plan de travail et une répartition des responsabilités pour chaque membre de l'équipe. 	5 jours	Basé à domicile
<p>Entretiens, mission sur le terrain, enquêtes et analyse documentaire complémentaire :</p> <p>Réaliser des entretiens en ligne et en personne, dans la mesure du possible.</p>	<ul style="list-style-type: none"> • Données d'information/d'évaluation collectées • Résumés des entretiens individuels 	10 jours	A domicile, en ligne, mission sur le terrain

PRINCIPALES FONCTIONS	Résultats mesurables à atteindre	Jours de travail	Lieu
<p>Effectuer une mission sur le terrain pour des entretiens et des observations sur place. Réaliser une enquête, si cela est jugé utile. Procéder à une analyse documentaire supplémentaire, si nécessaire. Rédiger les résultats et les conclusions préliminaires et préparer la présentation aux principales parties prenantes sur le terrain.</p>	<ul style="list-style-type: none"> Contributions techniques et observations émanant des entretiens et de la visite sur le terrain Plan du rapport Présentation (PPT) des résultats préliminaires et des conclusions 		
<p>Analyse des données et rédaction du rapport : Coordonner les contributions de l'évaluateur national et rédiger le rapport d'évaluation. Partager le projet de rapport d'évaluation avec l'équipe de gestion du projet de l'ONUDI, le responsable de l'évaluation de l'ONUDI, les représentants des partenaires financiers et les parties prenantes nationales pour obtenir leurs réactions et commentaires. Présenter les résultats préliminaires et les recommandations aux parties prenantes lors d'une réunion de débriefing en ligne.</p>	<ul style="list-style-type: none"> Projet de rapport d'évaluation Débriefing (virtuel) 	10 jours	A domicile, en ligne
<p>Finalisation et soumission du rapport : Réviser le projet de rapport d'évaluation sur la base des commentaires des principales parties prenantes de l'évaluation. Révision finale du rapport conformément aux normes et modèles de l'ONUDI, et soumission du rapport au responsable de l'évaluation de l'ONUDI.</p>	<ul style="list-style-type: none"> Rapport d'évaluation final en français et résumé exécutif en anglais 	2 days	A domicile
<p>Direction de l'équipe Coordonner et superviser le travail de l'équipe d'évaluation.</p>	<ul style="list-style-type: none"> Performance de l'équipe 	Tout au long de la période	n/a

EXIGENCES ORGANISATIONNELLES MINIMALES

Formation :

Un diplôme universitaire supérieur (maîtrise ou équivalent) en économie, environnement, énergie, ingénierie, sciences, agro-industries, études de développement ou autre discipline pertinente est requis.

Expérience technique et fonctionnelle :

- Au moins 10 ans d'expérience dans l'évaluation de projets/programmes de coopération technique dans les pays en développement.
- Connaissance de la situation, des institutions et des programmes nationaux de développement industriel.
- Expérience professionnelle dans la région géographique (Afrique de l'Ouest).
- Connaissance de la coopération technique multilatérale et des Nations Unies, des priorités et des cadres de développement international.
- Une bonne connaissance des outils et méthodologies d'analyse de genre est un atout.
- Une bonne connaissance des outils et méthodologies d'analyse sociale et environnementale est un atout.
- Une expérience des besoins, des conditions et des problèmes des pays en développement est souhaitable.

Langues :

La maîtrise de l'anglais et du français, tant à l'oral qu'à l'écrit, est requise. Tous les rapports et documents connexes doivent être rédigés en français/anglais et présentés sous forme électronique.

Absence de conflit d'intérêts:

Conformément aux règles de l'ONUDI, le consultant ne doit pas avoir participé à la conception et/ou à la mise en œuvre, à la supervision et à la coordination du programme/projet (ou thème) évalué, ni en avoir bénéficié. Le consultant devra signer une déclaration attestant qu'aucune des situations susmentionnées n'existe et qu'il ne cherchera pas à obtenir des missions auprès du/des gestionnaire(s) responsable(s) du projet avant la fin de son contrat avec l'unité d'évaluation indépendante de l'ONUDI.

COMPÉTENCES REQUISES

Valeurs fondamentales :

NOUS VIVONS ET AGISSONS AVEC INTEGRITE : nous travaillons de manière honnête, ouverte et impartiale.

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NOUS RESPECTONS LA DIVERSITÉ : travailler ensemble de manière efficace, respectueuse et inclusive, indépendamment de nos différences de culture et de perspective.

Compétences de base :

NOUS MISONNONS L'ACCENT SUR LES PERSONNES : coopérer pour réaliser pleinement notre potentiel - et cela vaut aussi bien pour nos collègues que pour nos clients. L'intelligence émotionnelle et la réceptivité sont des éléments essentiels de l'identité de l'ONUDI.

NOUS MISONNONS SUR LES RÉSULTATS ET LES RESPONSABILITÉS : nous mettons l'accent sur la planification, l'organisation et la gestion de notre travail de manière efficace et efficiente. Nous sommes responsables de l'obtention de nos résultats et du respect de nos normes de performance. Cette responsabilité ne s'arrête pas à nos collègues et superviseurs, mais nous la devons également à ceux que nous servons et qui nous ont fait confiance pour contribuer à un monde meilleur, plus sûr et plus sain.

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Nous sortons des sentiers battus et nous innovons : pour rester pertinents, nous nous améliorons en permanence, nous soutenons l'innovation, nous partageons nos connaissances et nos compétences et nous apprenons les uns des autres.

ORGANISATION DES NATIONS UNIES POUR LE DÉVELOPPEMENT INDUSTRIEL

Title:	Consultant national en évaluation
Main Duty Station and Location:	Basé à domicile
Mission:	Au Sénégal
Début du contrat:	[12/2024]
Fin du contrat:	[03/2025]
Numéro de jours:	26 jours ouvrables répartis sur la période susmentionnée

CONTEXTE ORGANISATIONNEL

L'Organisation des Nations Unies pour le développement industriel (ONUDI) est l'agence spécialisée des Nations Unies qui promeut le développement industriel pour la réduction de la pauvreté, la mondialisation inclusive et la durabilité environnementale. La mission de l'ONUDI, telle que décrite dans la Déclaration de Lima adoptée lors de la quinzième session de la Conférence générale de l'ONUDI en 2013 ainsi que dans la Déclaration d'Abu Dhabi adoptée lors de la dix-huitième session de la Conférence générale de l'ONUDI en 2019, est de promouvoir et d'accélérer le développement industriel inclusif et durable (ISID) dans les États membres. La pertinence de l'ISID en tant qu'approche intégrée des trois piliers du développement durable est reconnue par le Programme de développement durable à l'horizon 2030 et les Objectifs de développement durable (ODD) connexes, qui encadreront les efforts de l'ONU et des pays en faveur du développement durable. Le mandat de l'ONUDI est pleinement reconnu dans l'ODD-9, qui appelle à « Construire des infrastructures résilientes, promouvoir une industrialisation inclusive et durable et favoriser l'innovation ». La pertinence de l'ISID, cependant, s'applique dans une mesure plus ou moins grande à tous les ODD. En conséquence, l'axe programmatique de l'Organisation est structuré en quatre priorités stratégiques : Créer une prospérité partagée ; Promouvoir la compétitivité économique ; Sauvegarder l'environnement ; et Renforcer les connaissances et les institutions.

Chacun de ces domaines d'activité programmatique contient un certain nombre de programmes individuels, qui sont mis en œuvre de manière globale pour obtenir des résultats et des impacts efficaces grâce aux quatre fonctions habilitantes de l'ONUDI : i) coopération technique ; ii) fonctions d'analyse et de recherche et services consultatifs en matière de politiques ; iii) fonctions normatives et activités liées aux normes et à la qualité ; et iv) convocation et partenariats pour le transfert de connaissances, la mise en réseau et la coopération industrielle. Ces fonctions essentielles sont assurées par des départements/bureaux au siège, dans les bureaux régionaux, dans les centres de services et dans les bureaux de pays.

L'Unité d'évaluation indépendante de l'ONUDI (EIO/IEU) est responsable de la fonction d'évaluation indépendante de l'ONUDI. Elle soutient l'apprentissage, l'amélioration continue et la responsabilité, et fournit une analyse et une évaluation des résultats et des pratiques fondées sur des données probantes qui alimentent les processus de prise de décision programmatique et stratégique. Les évaluations indépendantes fournissent une appréciation crédible, fiable et utile qui permet d'intégrer en temps utile les conclusions, les recommandations et les enseignements tirés dans les processus de prise de décision

à l'échelle de l'organisation, des programmes et des projets. EIO/IEU est guidé par la politique d'évaluation de l'ONUDI, qui est alignée sur les normes et standards d'évaluation du système des Nations Unies.

Le consultant national en évaluation évaluera les projets conformément aux termes de référence (TOR) sous la direction du chef d'équipe (consultant international en évaluation). Il/elle effectuera les tâches suivantes:

PRINCIPALES FONCTIONS	Résultats mesurables à atteindre	Jours de travail	Lieu
<p>Examen des documents et analyse des données :</p> <p>Examiner la documentation du projet et les informations générales pertinentes sur le pays (politiques et stratégies nationales/régionales, stratégies des Nations unies et données économiques générales).</p> <p>Définir les problèmes techniques et les questions à traiter par l'évaluateur national avant la mission sur le terrain.</p> <p>Déterminer les données clés à collecter sur le terrain.</p> <p>En coordination avec le chef d'équipe de l'évaluation et l'équipe de gestion du projet, déterminer les sites à visiter et les parties prenantes à interroger.</p>	<ul style="list-style-type: none"> • Liste des parties prenantes à interroger et des sites à visiter • Plan de travail et responsabilités de chaque membre de l'équipe • Liste des principaux problèmes et questions à examiner par le chef d'équipe de l'évaluation 	3 jours	Basé à domicile
<p>Phase de démarrage :</p> <p>Fournir des informations au chef d'équipe sur les questions clés de l'évaluation.</p> <p>Sur la base des conseils du chef d'équipe, préparer un premier projet d'analyse des résultats.</p> <p>Contribuer au rapport de démarrage.</p>	<ul style="list-style-type: none"> • Analyse des résultats et contributions techniques • Contribution au rapport de démarrage. 	4 jours	Basé à domicile
<p>Coordonner l'agenda de la mission d'évaluation, assurer et organiser les réunions nécessaires avec les partenaires du projet et les homologues gouvernementaux, organiser et diriger les visites sur le terrain (si nécessaire), en étroite collaboration avec le personnel du projet sur le terrain.</p>	<p>Plan/Calendrier détaillé de l'évaluation.</p> <ul style="list-style-type: none"> • Liste des parties prenantes à interroger lors des missions sur le terrain. • Résumés des entretiens individuels • Contributions techniques et observations issues des entretiens 	14 jours	Basé à domicile, voyages locaux

PRINCIPALES FONCTIONS	Résultats mesurables à atteindre	Jours de travail	Lieu
<p>Mission sur le terrain avec le chef d'équipe en coopération avec l'unité de gestion du projet, le cas échéant ;</p> <p>Consulter le chef d'équipe sur la structure et le contenu du rapport d'évaluation et sur la répartition des tâches de rédaction.</p>	<ul style="list-style-type: none"> • Contribuer à la présentation des résultats préliminaires, des conclusions et des recommandations de l'évaluation aux parties prenantes dans le pays à la fin de la mission. • Accord avec le chef d'équipe sur la structure et le contenu du rapport d'évaluation et la répartition des tâches de rédaction. 		
<p>Analyse des données et rédaction du rapport :</p> <p>Assurer le suivi avec les parties prenantes en ce qui concerne les informations supplémentaires promises lors des entretiens.</p> <p>Avec le chef d'équipe, présenter les résultats globaux, les conclusions et les recommandations aux parties prenantes au siège de l'ONUDI lors d'une réunion de débriefing (virtuelle)</p>	<ul style="list-style-type: none"> • Contributions au projet de rapport d'évaluation • Réunion de débriefing 	5 jours	Basé à domicile

EXIGENCES ORGANISATIONNELLES MINIMALES

Formation : Un diplôme universitaire supérieur (maîtrise ou équivalent) en économie, ingénierie, sciences, agro-industries, environnement, administration des affaires, études de développement ou autre discipline pertinente est requis.

Expérience technique et fonctionnelle :

- Excellentes connaissances et compétences dans le domaine du développement des MPME.
- Une expérience de l'évaluation, y compris de l'évaluation de la coopération au développement dans les pays en développement, est un atout.
- Connaissance des besoins, des conditions et des défis en matière de développement dans le pays et la région.
- Une bonne connaissance des outils et méthodologies d'analyse de genre est un atout.
- Une bonne connaissance des outils et méthodologies d'analyse sociale et environnementale est un atout.
- Une bonne connaissance du contexte institutionnel du projet est souhaitable.

Langues : La maîtrise de l'anglais et du français, à l'écrit et à l'oral, est requise. La connaissance de la langue locale est requise.

Absence de conflit d'intérêts:

Conformément aux règles de l'ONUDI, le consultant ne doit pas avoir participé à la conception et/ou à la mise en œuvre, à la supervision et à la coordination du programme/projet (ou thème) évalué, ni en avoir bénéficié. Le consultant devra signer une déclaration attestant qu'aucune des situations susmentionnées n'existe et qu'il ne cherchera pas à obtenir des missions auprès du/des gestionnaire(s) responsable(s) du projet avant la fin de son contrat avec l'unité d'évaluation indépendante de l'ONUDI.

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Annex 3: Outline of an in-depth project evaluation report

Abstract

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Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.</p>			