

INDEPENDENT TERMINAL EVALUATION

FEDERAL REPUBLIC OF SOMALIA

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

UNIDO project ID: 170097



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Acronyms and abbreviations

Abbreviation	Definition
AGR	Agribusiness and Infrastructure Development Department (UNIDO)
AICS	Agenzia Italiana per la Cooperazione allo Sviluppo
AIS	Division of Agro-industries and Industrial Skills Development (UNIDO)
ATMIS	The African Union Transition Mission in Somalia
B2B	Back to Business
CTA	Chief Technical Advisor
CoC	Chamber of Commerce
DAC	Development Assistance Committee (of the OECD)
DTA	Directorate of Digitalization, technology and Agro-business (UNIDO)
DP	Development Partner
EDU	Enterprise Development Unit
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
FGS	Federal Government of Somalia
FI	Financial Institutes
GDP	Gross Domestic Product
HDI	Human Development Index
IBS	International Bank of Somalia
IET	Directorate of SDG Innovation and Economic Transformation (UNIDO)
IFC	International Finance Corporation
ILO	International Labour Organization
IMF	International Monetary Fund
IRPF	Integrated Results Performance Framework (UNIDO)
ISID	Inclusive and Sustainable Industrial Development (UNIDO)
ITPO	Investment Technology Promotion Office (UNIDO)
JV	Joint Venture
KASA	Knowledge, Attitudes, Skills and Aspirations
KII	Key Informant Interview
KPI	Key Performance Indicator
LDC	least developed countries
LC	Local Coordinator
LF	Logical framework
M&E	Monitoring and Evaluation
MOCI	Ministry of Commerce and Industry

Abbreviation	Definition
MOSS	Minimum Operating Security Standards
MPTF	Multi Programme Trust Fund for Somalia
MSME	Micro, Small and Medium Enterprise
MTO	money transfer operators
NCE	No cost extension
NDP	National Development Plan
OECD	Organization of Economic Cooperation and Development
PAU	Project Advisory Unit
PM	Programme Manager
PMU	Programme Management Unit
PSC	Project Steering Committee
PSD	Private Sector Development
PSDP	Productive Sectors Development Programme
RBM	Results Based Management
SCCI	The Somali Chamber of Commerce & Industry
SDG	Sustainable Development Goals
SME	Small and Medium Enterprise
TA	technical assistance
TE	Terminal Evaluation
ToC	Theory of Change.
ToCs	Training of Counsellors
ToE	Training of Entrepreneurs
ToR	Terms of Reference
ToT	Training of Trainers
TT	Technology Transfers
TVET	Technical and Vocational Education and Training
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Security and Safety
UNIDO	United Nations Industrial Development Organization
UNSF	United Nations Strategic Framework
VC	Value chain
VCA	Value chain analysis
WB	World Bank
FMS	Federal Member State

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results and a timeframe reasonably adjusted to the demands of the evolving context.
External evaluation/review	The evaluation/review of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.
Gender mainstreaming	The process of assessing and supporting overcoming the potentially different implications and results for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.
Impact	Positive and negative, intended, and non-intended, direct and indirect long-term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor that provide a means to measure the changes caused by an intervention.
Lessons Learned	Generalizations based on review experiences that abstract from the specific circumstances to broader situations.
Logical Framework	Management tool used to facilitate the planning, implementation, and review of an intervention. It involves identifying strategic elements (activities, outputs, outcome, and impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on results-based management principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target Groups	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of Change	A method that explains how a given intervention, or set of interventions, are expected to lead to a specific development change.

Project Fact Sheet

Project number:	ID: 170097
Project title:	Agro-technology development for economic growth in South and Central Somalia
Thematic area code:	Creating Shared Prosperity
Relevant SDGs	SDG 1,2,4,5,8,9,16
Gender Marker	2A, Significant attention to gender
Starting date:	29.08.2018 (Actual activities started on Jan 1st, 2019)
Ending Date:	Planned 31.12.2021 Actual Ending date: 31.3.2023
Duration:	26 months (+18 months NCE)
Terminal Evaluation date	November to January 2022
Project sites	Mogadishu, Kismayo, Baidoa and Beledweyne
Donor	Government of Italy/ Italian Agency for Development Cooperation
Government Coordinating agency:	Ministry of Commerce and Industry of the Federal Government of Somalia
Counterparts:	Jubaland State Ministry of Commerce and Industry South-West State Ministry of Commerce and Industry Somalia Chamber of Commerce & Industry Jubaland Chamber of Commerce & Industry South-West State Chamber of Commerce & Industry
Executing agency/cooperating agency:	UNIDO Agribusiness and Infrastructure Development Division (IET/AGR) under Directorate of SDG Innovation and Economic Transformation (IET)
Project Inputs:	EURO 3,171,200 (Italy/AICS + UNDP)

Executive summary

This report presents the main findings, conclusions, lessons learned and recommendations from an Independent Terminal Evaluation (TE) of the Agro-technology development for economic growth in South and Central Somalia, (UNIDO: 170097). The activity is hereafter referred to as the Agro-tech or simply “the Project”.

The purpose of the review is to independently assess the project performance against the Organization of Economic Cooperation and Development (OECD) Development Assistance Criteria (DAC) to help UNIDO improve performance and results and identify potential future opportunities. The review assesses the project’s performance and progress towards the achievement of the expected results, barriers and risks in project design, project management and performance of partners and develops recommendations.

Main findings

The review ***rates the Agro-tech project as highly satisfactory overall*** with only very minor shortcomings¹. The completed Agro-tech activities are assessed as important contributions to the foundation of a more ‘systematized’ United Nations Industrial Development Organization (UNIDO) assistance to Somalia. This is represented in a holistic programme approach building on the outputs of the completed Agro-tech. Put simply, Agro-tech created a system of development assistance controlled by national stakeholders but advised by UNIDO experts. The system has also resulted in strong interest from organizations like the World Bank (WB), the International Finance Corporation (IFC), the United Nations Development Programme (UNDP), the International Labour Organization (ILO), and the Food and Agriculture Organization (FAO).

Agro-tech built on lessons learned, building on the global implementation experience of UNIDO, consistent UNIDO personnel, and the donor from previous interventions. Consequently, the project design ***not only remains relevant to this day it has formed the foundation for a whole programme of wider related activities***. The project focused on the correct beneficiaries and its methodological approach has proven to be sound. The result of this was the Somali Ministry of Commerce and Industry (MOCI) requesting and collaboratively formulating a wider follow-up productive sector development programme.

Relevance and coherence are highly satisfactory. The project provides a technically adequate solution to the development problem reflecting national priorities, as well as supporting priorities of the donor, UNIDO, UN development frameworks and multiple targets of the Sustainable Development Goals (SDG). The project was fully coherent with previous interventions, the work of the Investment Technology Promotion Office (ITPO), the UNIDO approach to Inclusive and Sustainable Industrial Development (ISID) and most importantly, the identified need of beneficiaries.

¹ Highly satisfactory indicates achievements of 90-100 percent. This does not mean the project had no shortcomings as indicated by UNIDO’s rating system.

The TE determines that **efficiency is satisfactory**. While the inception/early phase of the project took time to deliver results, once the system of Enterprise Development Units (EDU), the International Bank of Somalia (IBS), and Training of Trainer (TOT) mechanisms were established they performed well. Regarding COVID, timeframes were satisfactorily adjusted to the demands of the evolving context. Beyond this, however, the project took the opportunity to develop working relationships with other development partners to help promote and embed the Agro-tech approach and results. The project has been extended for 18 months to manage the revolving fund. Cost efficiency was significantly enhanced using one third of the project budget being allocated to a nationally managed revolving funds which has been repaid and is now being disbursed and repaid a second time.

The performance of stakeholders and partners is generally rated as satisfactory or highly satisfactory. With one exception of a late tranche, the Italian donor Agenzia Italiana per la Cooperazione allo Sviluppo (AICS) has provided long-term consistent support to the Agro-tech, as well as its predecessor and successor projects. Project partners, especially the IBS, the EDU, the Somali Chamber of Commerce & Industry (SCCI), individual Chambers of Commerce (CoC) and MOCI have performed well implementing the systemic response needed by entrepreneurs in the agro-technology sector. This is a finding of the TE determined from the positive responses from all stakeholders especially regarding results of Training of Entrepreneurs (TOE) and Training of Counsellors (TOCs) undertaken internationally for and then by the EDU. Although only a small team, UNIDO in Somalia has performed remarkably well. It has prioritized UNIDO's mandate among development partners, co-chairs Pillar 3 on Economic Development and has reportedly changed the conversation on the nature of development assistance to Somalia. It was reported by some senior development practitioners (beyond UNIDO) that Agro-tech was the first fully systematized development project in Somalia. The Productive Sectors Development Programme (PSDP), the successor to the Agro-tech is now reported by Development Partners (DP) as the de-facto flagship UN economic development programme for Somalia.

Regarding crosscutting performance criteria, the Agro-tech is found to be satisfactory. Regarding **gender, results are highly satisfactory** as the project operates inclusively; specifically, however, it has adjusted its methodology to specifically meet the needs of women to access micro-credit loans encouraging empowerment and confidence, essential for a fuller **mainstreaming approach**. Further work needs to be done to encourage women to access larger credit lines, but this is further supported under the Agro-tech successor project. Additionally, some women have already accessed large credit lines, but it is equally likely some cultural barriers do remain.

There appears to be a less developed strategy for **youth** and there were some indications from results of the TE enterprise survey that some beneficiaries were not youth. However, the demographic for Somalia is youth-based, banks are more likely to lend to people with some track record and youth are certainly included as beneficiaries of project results. Including often younger women.

Project Results Based Management (RBM) and Monitoring and Evaluation (M&E) are generally satisfactory. It is determined that project reports would have benefitted from more analysis and lessons learned, and the project document would have benefitted from prerequisites and assumptions against a theory of change. Conversely, project reporting includes generally

good performance indicators at the output and outcome level. Importantly, basic systematic monitoring is undertaken by stakeholders (mitigating risk). Project Advisory Units (PAU) and the Project Steering Committee (PSC) oversee all results. It is found the project is to some extent already monitoring impact indicators against the UNIDO Integrated Results Performance Framework (IRPF) framework, however full impact will only be determined by a full ex-post impact assessment. **UNIDO should not lose the potential to learn from a successful approach** in a difficult environment like Somalia. This is of relevance to other DPs too.

Overall **effectiveness of the Agro-tech was highly satisfactory**. One of the most significant findings of the TE is that the project has done more than support livelihoods and develop economic potential in the Agro-technology sector. **The Agro-tech project created a system of development assistance; very largely implemented and monitored by national stakeholders**. It is the EDUs with the support of the MOCI and the SCCI that select entrepreneurs. Rather than implement directly UNIDO provides technical backstopping, institutional strengthening and capacity building responding to clearly identified need through State located UNIDO coordinators who are in turn supported by the project team in Mogadishu. It is suggested by the TE that this is one of the reasons the project has outperformed when measured against anticipated job creation, investment promotion opportunities and loan repayment. The Value Chain Analyses (VCA) proved to be useful even currently. Trade fairs, exhibitions, joint venture (JV) and technology transfer (TT) proved to be effective in an environment where the Somali private sector remains a dynamic driver but still needed the entrepreneurial training and business development services lacking in the country.

Current impact of the Agro-tech is determined as highly satisfactory and long-term impact is assessed as highly likely. Regarding the UNIDO impact dimension of economic competitiveness, the results of the project, in financial terms, exceed the entire budget of three million euro. With reported results of new domestic investment worth around USD 2.5m, TT and JV totaling around USD 1.1m and the revolving fund continuing to be disbursed and repaid, the project has significantly expanded on the donors' original financial inputs. Additionally, one third of the 3m. projects operation costs were allocated to the revolving fund to be implemented and managed by national partners. This strengthened ownership, was **highly cost effective**, systematized an approach to business development and greatly contributed to both impact and very likely sustainability. The IBS offers loans at competitive rates, lower than most development banks. Further, the project stakeholders in all cases reported positive real impact regarding knowledge, attitudes, skills and aspirations (KASA) and companies reported increased income and in some cases numbers of employees. The private sector in Somalia and members of the SCCI were also frequently reported to be both dynamic and resilient. Regarding safeguarding the environment, the project is not assessed to have any significant positive or negative impacts yet. Regarding social inclusiveness, the project is building capacity and cooperation between the relevant authorities and stakeholders and the project attempted to incorporate all the vested partners (including focus on youth and women-discussed above) in training and capacity building that it could.

Sustainability is assessed as likely and therefore satisfactory. For development assistance or 'a system' to be sustainable it has to work. Independent assessments from UNDP, reports to the TE regarding governance and stakeholder commitment, the results of both qualitative and quantitative analysis of this report, the reported high capacity of EDUs, entrepreneur satisfaction,

and positive behavioral change all indicate it does. Evidence of current replication and upscaling already coming online are also a positive indicator. Risks do remain. These include the security situation and the need to further fund the Multi Programme Trust Fund for Somalia (MPTF). From the perspective of Agro-tech, for example, it is found that changes are still relatively small scale, often more urban and have not yet achieved the full transformational impact desired.

Table 1: Assessment against OECD-DAC Criteria

#	Review criteria	Rating	Score
A	Progress to Impact	HL/HS	6
B	Project design	S	5.5
1	• Overall design	HS	6
2	• Log frame	S	5
C	Project performance	HS	5.6
1	• Relevance	HS	6
2	• Coherence	HS	6
3	• Effectiveness	HS	6
4	• Efficiency	S	5
5	• Likely sustainability of benefits	L/S	5
D	Cross-cutting performance criteria	S	5.6
1	• Gender mainstreaming	HS	6
2	• M&E: M&E design M&E implementation	S	5
3	• Results-based Management	S	5
E	Performance of partners	S	5.7
1	• UNIDO	HS	6
2	• National counterparts	HS	6
3	• Partners (Donor and subcontract performance)	S	5
F	Overall assessment	HS	5.6

Recommendations

1. UNIDO should commence discussions with additional donors to support and expand the groundbreaking work undertaken by the Country team in Somalia. This would include potential additional support to the PSDP through the country MPTF. The Agro-tech appears to have high potential for replicability and upscaling both within Somalia and potentially beyond. It is an opportunity for UNIDO to clearly demonstrate its comparative advantage in private sector development under ISID, especially in early development phases.
2. It is strongly recommended to undertake a full ex-post private sector development impact assessment following the implementation phase of the PSDP. The success of the Agro-tech methodological and inbuilt sustainability approach will be of interest to UNIDO private sector development globally and could inform further thematic evaluations in late post-crisis/early development.
3. Continue to develop a pilot focus on food safety systems. This builds on UNIDOs comparative advantage and global implementation experience. It is a natural next step to value chain

development already undertaken within Somalia and would meet the identified needs for quality control systems necessary for private sector development and expansion, especially export.

4. Continue the work commenced on a programme focused M&E with a focus on impact incorporating further development of a program wide Theory of Change (ToC). Multiple impact indicators have already been identified by the project and UNIDO's IRPF including important indicators of behavioral change *already resulting* from the work of UNIDO in Somalia.

Lessons-learned and good practices

- In an early development phase, it is suggested that UNIDO can swiftly leverage its comparative advantage in developing productive relationships with the private sector. For this to happen, however, it is dependent on several factors.
 - Applying pragmatic lessons learned from previous similar UNIDO interventions
 - The capacity, dynamism, and willingness of the private sector as well as the public sector
 - Institutionalizing and systematizing Private Sector Development (PSD) in a holistic manner involving all parties, responding to already identified need and implementing through national project partners, ideally independent business service providers such as the EDU.

1. Introduction

This report outlines the results of an Independent TE of the Italian Government funded project Agro-technology development for economic growth in South and Central Somalia.

The mandate of UNIDO is to promote and accelerate ISID in developing countries and economies in transition. Under this broad mandate, Agro-tech aimed to promote sustainable and inclusive business opportunities through agribusiness and value chain development with a focus on youth and women. Underpinning the project methodology was the identified need and desire for access to finance, technology, markets, technology transfer, and investment promotion to help create an enabling environment for productive development. Also underpinning the project approach was the institutional creation of EDUs as a national implementation mechanism.

The TE covers the period from activity commencement in October 2019 until December 2022. The TE was carried out between November 2022 and January 2023 by Mr. Andrew Young the International Evaluation Consultant and Mr. Abdi Osman, the National Evaluation Consultant.

1.1 Evaluation Purpose, Objective and Scope

The purpose of this Independent TE is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. With that consideration although this is an evaluation of a project that is completed the scope of the evaluation had to be wider than just the results of the Agro-tech project as the project was the driver behind a considerable expansion of related activities, partners and potential donors. In practice, Agro-tech formed the foundation of a future country programme.

Notwithstanding the above, The TE has two specific objectives²:

- (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.

As per the terms of reference (TOR) of the TE the Evaluators will also make a broad determination against the following key questions;

- a) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money? Is the project fit-for-purpose?
- b) What are the project's key results (outcomes, and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent can the achieved results be sustained after project completion?
- c) What are the key drivers and barriers to achieving long-term objectives? To what extent has the project helped establish the conditions likely to address the drivers, overcome barriers and contribute to the long-term objectives?

² TOR Pp 1

- d) What are the key risks (e.g., in terms of financial, socio-political, institutional, and environmental risks) and how may these risks affect the continuation of results after the project ends?
- e) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing, and managing the project?

1.2 Overview of the project and country context

Situated on the Easternmost part of the horn of Africa, the Federal Republic of Somalia had a population of around 17 million as of 2021³ Somalia is a parliamentary representative democratic republic, including five federal states of Puntland, Jubaland, South-West, Galmudug and Hirshabelle. Somaliland declared independence from the Republic of Somalia, but this is not internationally recognized. Recently, Presidential and parliamentary elections were concluded in August 2022, followed by a peaceful transition of power.

Somalia remains one of the least developed countries (LDC) with no current estimate of when it will graduate. Similarly, Somalia is not ranked in the Human Development Index (HDI) due to insufficient data. Somalia has a high rank (even compared to other LDCs) regarding economic and environmental vulnerability⁴ suggesting a high possibility of economic shocks. Poverty in Somalia is deep and widespread. In 2019, an estimated 69 per cent of the population lived below the poverty line, with Gross Domestic Product (GDP) per capita estimated at USD 502 in 2021⁵.

In 2019, the ILO estimated the labour force participation of men (15-64) to be 73.6 per cent while women's (15-64) labour force participation rate was estimated to be 23.1 per cent with the figures remaining relatively unchanged over the past 10 years. Agriculture remains the biggest employer of both men and women at 79.2 per cent and 83.9 per cent of the labour force respectively⁶. Livestock accounts for about 60 per cent of GDP and up to 93 per cent of export earnings, generating an estimated USD603 million annually⁷, however this sector is particularly vulnerable to economic shocks resulting from drought. With a lack of rainfall over four years Somalia is currently experiencing a devastating drought. By 9 March 2022, around 670,000 people had been displaced in search of food, water and land for grazing livestock⁸. Approximately 70 per cent of the population is under the age of 30 and there is a relatively even gender demographic in Somalia,

Despite significant challenges brought about by previous conflicts and potentially climate change, Somalia is experiencing a sustained period of political and institutional progress that reflects a country transitioning out of fragility and protracted crisis. Additionally, during the challenging and almost three-decade-long conflicts of Somalia, the private sector has grown, shown resilience and remained a key driver of the economy (IMF 2019).

³ World Bank estimates.

⁴ Environmental and Vulnerability Index (EVI) 2021 Triennial review UN Department of Economic and Social Affairs

⁵ <https://www.worldbank.org/en/country/somalia/overview>

⁶ <https://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/somalia>

⁷ <https://documents1.worldbank.org/curated/en/941361537906125793/pdf/SOMALIA-CPF-08312018.pdf>

⁸ <https://www.unicef.org/stories/responding-devastating-drought-somalia>

The WB summarizes that building further resilience to shocks is a priority for encouraging growth and job creation. And will be critical for creating the foundations necessary for rebuilding human capital, strengthening institutions, and fostering an environment for inclusive, private sector-led growth.

1.3 Project summary

The Agro-tech project operates within UNIDO's Directorate of Digitalization, technology and Agro-business (DTA), the Department of Agri-Business (AGR), and the Division of Agro-industries and Industrial Skills Development (AIS).

The Agro-tech initially operated in three main locations in Somalia: Mogadishu, Baidoa and Kismayu⁹. A Programme Manager based largely in Somalia provides overall project coordination, management technical backstopping and guidance. The national team includes an acting Chief Technical Advisor (CTA). The project also mobilizes experts who were involved in similar interventions in Iraq and brings in short term technical experts, both international and national as required. The project reports to a national Project Steering Committee (PSC) which operates under a term of reference and meets annually or as need arises. Members of the PSC include representatives of both State and Federal authorities. A project Advisory Unit (PAU) was established comprising representatives from the local regional governments.

At the broadest level, the project intended to contribute to the acceleration of the economic development of Somalia with particular emphasis on vulnerable youth and women. Specifically, the project aims to increase potential for economic opportunities and job creation in the productive sectors of the Central and Southern regions of the Somalia by focusing on four key actions:

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

The project aimed to move beyond basic livelihood assistance and establish the groundwork for the development of productive capacities requiring capital accumulation, technological progress and structural change. For this to occur the project was looking at new investment, new goods and services and new and improved methodologies in agriculture all requiring access to capital. (Points iii and iv above)

As a consequence, the project document relates to a wide range of relevant SDG summarized as follows; (Goal 1), Agro-business and agro-industries for food safety and security (Goal 2), Vocational training and entrepreneurial skills with focus on youth and women (Goal 4); Achieve gender equality and empower all women and girls (Goal 5), Promote sustained, inclusive and sustainable economic growth, full and productive and decent work for all (Goal 8), Build resilient infrastructure, promote

⁹ For the purpose of this Evaluation Beledweyne has also been taken into account as 1 EDU with financial contribution from UNDP became operational as of Dec. 1st 2020.

inclusive and sustainable industrialization and foster innovation (Goal 9); Post crisis recovery and inclusive livelihood rehabilitation (Goal 16).¹⁰

Agro-tech worked with public & private institutions involved in productive sectors development, although the project did not have the scope to develop a public and private partnership approach. Main government project counterparts included the Federal and State Ministry of Commerce and Industry, including the Federal MOC in Jubaland and Southwest State, Enterprise Development Units and the Somali Chamber of Commerce and Industry (SCCI) who host the EDU. The main beneficiaries within the Federal and State government are trainers within the EDUs who provide a wide range of business development and counselling services to entrepreneurs. The IBS is an important project partner. Ultimate beneficiaries include entrepreneurs and businesspersons including women and youth.

The project developed value chain analyses in the fisheries, fruits and vegetables and livestock sub sectors and introduced Technical Vocational and Entrepreneurship Training (TVET) and has provided technical guidelines and training manuals. To support the intended capacity building and institutional strengthening the Agro-tech established two credit facilities to operate both credit (USD 5,000 — 100,000 loans) and micro-credit (USD 500 — 5,000 loans). The project also supported international Trade fairs, both within Somalia and internationally, to support investment promotion and agro-technology technology transfer.

The project had a range of anticipated results which included support to existing and emerging entrepreneurs and small-scale businesses for startup and/or expansion, the creation of new jobs, training in agro-technology in the associated value chains as well as support for joint venture and technology transfer. Underpinning the support was the emphasis on full national ownership through the creation of EDUs located at the Federal and State levels. EDUs are hosted by their respective Chambers of Commerce under the SCCI. It is the EDUs that support businesses through business planning and support services enabling potential entrepreneurs to access credit which is managed by the IBS and certified by UNIDO.

Although the technical assistance aspect of the project has been picked up already by the PSDP, the Agro-tech project has requested an extension to June 30, 2023, to enable the IBS to continue to manage the projects two credit facilities and to revolve again the credit for SMEs and MSMEs.

The project outlines the following specific outputs, outcome and impact/objective) in the Logical framework (LF)

Table 2: Summary of Logical Framework development impact, outcomes, and outputs

Development goal/impact	Alleviate poverty and contribute to acceleration of the economic development of Somalia, in an inclusive and sustainable manner, and with particularly emphasis towards vulnerable youth and women.
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¹⁰ UNDO- 170097: Project document PP 9.

Outcomes/ Immediate Objectives	Support the introduction of modern of agro-technology and the development of entrepreneurial capacities in the Southern and Central regions of Somalia by particularly enhancing the potential for adopting new agro-technologies stimulate investments, fostering economic opportunities and job creation.
Output 1	Functional institutional capabilities to support the promotion of agro-technology modernization, delivery of entrepreneurship development and vocational/technical skills trainings, and promotion of investments;
Output 2	Improved performance, including promotion of new agro-technologies, access to new markets, for existing and new MSME
Output 3	Increase in the number of sustainable jobs generated through vocational and technical skills development trainings in the MSMEs sectors
Output 4	Increase in the number of local enterprises accessing a project supported revolving fund financing scheme for upgrading/rehabilitation and/or starting new enterprises
Output 5	Project independent evaluation is undertaken

1.4 Evaluation Methodology

As per the ToR, the review assesses against review criteria outlined by the Development Assistance Committee (DAC) of the Organization of Economic Cooperation and Development (OECD). These include relevance, coherence, efficiency, effectiveness, impact, and sustainability. The TE also took into consideration the basic results chain measurements and the IRPF including practice and behavioral change, KASA, reactions, engagement and participation. The Evaluation Inception report, significantly expanded on the provisional questions outlined in the ToR and focused on every category and question included in the UNIDO Evaluation Manual. The full list of questions and criteria used by the TE are appended under Annex 4 to this report. The TOR and the LF for the evaluation are included under Annex 1 and 2 to this report.

The TE adopted a mixed-methods approach combining in-depth analysis of project documents some direct observations in Mogadishu, a questionnaire to 100 entrepreneurs, in-depth key informant interviews and focus group discussions. A hybrid approach was also used with some meetings held online and some face to face. The TE undertook an extensive review of project related documents as well as UNIDO guidelines on the IRPF, Quality assurance frameworks, evaluation policies and guidelines. (See Annex 5: bibliography). Project related documents were provided by the project at the beginning of the evaluation.

The review did adopt the Theory of Change (ToC) approach and provisionally reconstructed the projects ToC adding in a significant number of additional assumptions and prerequisites to the project LF. A focus of the reconstructed ToC was on behavioral change necessary to lead to the desired transformation. The TOC, designed by the International Evaluator to inform the TE is included under Annex 3.

The TE interviewed and/or gained information from around 150 stakeholders between November and December 2022. Most meetings were a mix of focus group discussions (FGD) and key informant interviews (KII) with principal project stakeholders. Detailed KII were held with project management and staff in Mogadishu, Kismayu, Baidoa and Beledweyne. Principal stakeholders focused on were those from the MOCI of Somalia, the Chambers of Commerce, the Enterprise Development Units, trainers, and beneficiaries. Beneficiaries were representatives from the private sector ranging from small scale family businesses to entrepreneurs now trading internationally. In some cases, multiple rounds of often very long meetings were held with senior UNIDO managers. With respect to the long-term background of the Agro-tech and the fact there has been a turnover in some key positions an opportunity was also taken to speak to former representatives of the donor, the former management in UNIDO and the Trainer of Trainers based in Iraq. Considering the relevance of the project to investment promotion and its work with Somali importers and exporters the ITPO in Rome was also spoken too. A full list of attendees is included as Annex 6.

Contribution analysis was used to draw conclusions about the contribution the project has made to ISID. Contribution analysis was assisted by the development of the TOC, multiple secondary sources such as reviews, and reports provided by the project and enabled the development of concise questions to be asked of primary respondents for triangulation.

The evaluation attempted to be as inclusive and consultative as possible throughout. The evaluation Inception report was submitted on the 24 October 2022 for comment to both the project and the Evaluation Unit and ratified subject to the inclusion of an entrepreneur's survey and ensuring sufficient forward-looking questions were asked. As a result of the inception report, the project also agreed to extend the evaluation mission to Mogadishu by four days.

Quantitative analysis questions were discussed with the national evaluator and the project CTA and implemented by the UNIDO local coordinators under the guidance of the national evaluator.

Quantitative analysis was undertaken with 100 entrepreneurs from Mogadishu, Baidoa, Kismayo and Beledweyne. Of the total responses 47 per cent were female and 53 per cent were male. 83 per cent of the respondents had never received any vocational or business training previously. Of the Beneficiaries most had already accessed the credit facility, had received some form of enterprise development training and follow up business counselling and seven entrepreneurs reported they were involved in international investment promotion.

Preliminary findings from the field were presented to the full project team in Mogadishu on 14 December 2022 for verification and clarification prior to the full presentation to UNIDO headquarters in Vienna on 16 December 2022. The Evaluation team was also provided with the initial presentation for comment. The final report was also distributed to the project management team and the UNIDO Evaluation Unit for comment and amended accordingly.

Rating Criteria Used in the Terminal Review

A rating criterion of six for highly satisfactory to one for highly unsatisfactory is used during the TE (see Table 1 below). Ratings are applied to overall project design and the project logical framework, project performance including relevance, efficiency, effectiveness, crosscutting perfor-

mance criteria including gender, M&E and results-based management and performance of partners. For Impact and sustainability rankings similarly range from six for highly likely to one for highly unlikely.

Table 3: Review Rating Calculation

Score	Definition*	Category
6	Highly satisfactory Level of achievement clearly exceeds targets and expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory Level of achievement is negligible and there are severe shortcomings.	

Limitations of the Review and how they were mitigated

Despite extending the originally planned time in the field the international evaluator could not personally meet many people in Somalia due to strict security restraints. Two meetings were conducted outside the Mogadishu Compound, however these required armored vehicle convoys, personal protective equipment (PPE) and escort from armed troops of the African Union Transition Mission in Somalia (ATMIS). This constraint was minimized by the presence of a Somali national evaluator who, though selected by the project and not the Evaluation Unit, was a competent and experienced individual who was able to meet people remotely or face to face outside the ‘security’ zone. This process was facilitated during the planning phase with the inception report clearly articulating responsibilities for the International and National Evaluator. However there did not appear to be the budget provided for observation. Observation, for example, of beneficiaries’ new or expanded companies in the states the project was working in would have added additional value to the evaluation.

Additionally, with national and international staff busy with pre-planned meetings and attendance at international trade fairs there was a limited opportunity for one-on-one face to face interaction in Somalia. This was mitigated by online meetings held prior to the field mission. Additionally, the amount of time the PM devoted to both online meetings, early in the review and to the in-country mission was extensive and important.

A challenge rather than a direct limitation of the TE, was the significant expansion in scope of activities resulting from the introduction of the Agro-tech project and its associated management team into Somalia. Agro-tech has expanded towards a country programme approach and has multiple associated pipeline projects and concept notes awaiting funding, one coming online even as the TE progressed. This makes recommendations based on the lessons learned of the

completed agro-tech (in terms of activities) complex. While a terminal evaluation of a concluded project was a requirement of both UNIDO and the donor, what is really needed for UNIDO in Somalia is a form of “Country Programme” evaluation. This is becoming more relevant as UNIDO elevates its presence and partnerships in Somalia. This TE can only cover the broader programme to a limited extent.

2. Project's contribution to development results - effectiveness and progress to impact

Effectiveness assesses the extent to which the development intervention's objectives are achieved or are expected to be achieved by project completion and impact refers to the long-term effects produced by that intervention. Impact may be positive or negative, intended, or unintended.

Despite some challenges related to planned timelines, **project effectiveness** and progress to **impact** are both rated as **highly satisfactory** overall. The project achieved all its objectives and has exceeded all targets it outlined in its results frameworks (See Table 4 below). The Agro-tech also had a significant direct and indirect impact on both UNIDO (in-country) and the wider development sector in Somalia.

Table 4: Agro-tech; Results versus Targets¹¹

Indicators	Target	Achieved
# of Agro-technology and enterprise development UNITs established and functional	3	3 (4)
# of counterpart staff to be trained	45	81
# of entrepreneurs trained on enterprise management skills	300	343
# of potential or existing entrepreneurs' counselled on technology tie-ups, equipment selection, etc.	240	321
# of business plans prepared	75	119
# of Study tours organized	5	9
# of people trained in technical trainings in the Agro-technology sector	600	615
# of MSMEs supported on Joint venture and technology transfer	20	52
Amount to be disbursed under the credit facility ¹²	1m. (Euro)	1,228,700

As mentioned throughout this report effectiveness and ultimately impact was enhanced by building on lessons learned from the previous project approach and key project personnel who had been in Iraq/Jordan. This included a representative of the Italian donor who worked closely with the team to identify opportunity and synergy from Iraq to Somalia. Success also depended on the evident support of the private sector, the SCCI, banks the Ministries and the high relevance of the project and its results reported by beneficiaries.

¹¹ Source: Project progress reports and M&E

¹² The fund is currently on its second rotation

2.1 Projects achieved results and overall effectiveness

Inception Phase

Running from January to June 2019 the inception phase of the project is assessed as comprehensive. Value chain assessments were undertaken in the agro-industrial sector. Host institutions were identified for both the revolving fund and the EDUs and financial sector studies were undertaken.

Value Chain and Financial Sector Studies

The project developed value chain analyses in the fisheries, fruits and vegetables and live-stock sub sectors to inform both Technical Vocational and Entrepreneurship Training (TVET) needs and ultimately to inform EDUs capacitating them to better advise entrepreneurs in the agricultural sector. Vocational training was provided in the areas of handling, packaging and storage of fruits vegetable and fish as well as the basics of plumbing, welding, and construction.

TVET Training manuals were published including specifically.

- (i) Fish handling and Packaging
- (ii) Packaging and storage of fruit and vegetables
- (iii) Basics of Plumbing
- (iv) Basics of Welding

A study of the financial sector in Somalia was also undertaken (January 2020) and included analysis on the state and forms of banking in Somalia as well as microfinance, money transfer operators (MTO) and mobile money. The study also looked at the overall credit availability and sources of loans. The study concluded that Somalia is gradually maturing into a fully functional financial sector.

Conversations with beneficiaries and EDUs revealed a large diversity in livelihoods. Generally ranging from butchers, fishers, greenhouses, yoghurt makers, and livestock. Livestock covers both men and women with Camels being the focus of men and goats and sheep often the focus of women. Hospitality, small scale trading and shops was also a common response¹³.

The Credit Facility

The credit facility was approved in August 2020 with the IBS taking three months to set up. The first loans went out in October 2020. The credit facilities offer loans under Islamic banking terms¹⁴ over a period of usually one to two but up to three years. Loans range from 7 per cent over one year for Micro-credit and for credit, loans range from approximately 8 percent for the first year up to 16 per cent over three years.¹⁵

¹³ This list is not exhaustive

¹⁴ Sharia compliant finance, either Mudarabah (profit-sharing and loss-bearing), Wadiah (safekeeping), Musharaka (joint venture), Murabahah (cost-plus), and Ijara (leasing)

¹⁵ Source: Interviews with IBS

One million Euro Funds were provided to the IBS from the UNIDO Agro-tech budget. IBS was selected through a competitive process. Loans to individuals are classified as microcredit (up to USD 5,000) and is backed by a guarantor, while loans of USD 5,000 to USD 100,000 are categorized as credit, backed by collateral. Nineteen SME loans and 117 micro-credit loans were disbursed amounting to a total 1,228,700. An external review concluded “***The credit facility has been successful. All funds have been lent and none is in default***”.¹⁶

Currently the credit facility continues to be supported through contractual continuation of the Agro-tech, though it operates independently through the IBS. The credit facility is in its second round and the 1m. Euro will likely be returned to UNIDO by December 2023, but possibly earlier. The first round has already been returned in its entirety to UNIDO. It is anticipated the credit facility will continue to operate through a new project called the ‘Compact fund for SME financing in Somalia.’ The Project will embed a mechanism of revolving funds and utilization of those funds incorporating some technical assistance until the facility is empty. The Compact fund project will be funded by the USD 1.7m. current funds available in the credit facility ***including an additional USD 2.5m contribution by UNDP***. The project is currently in the design phase with an anticipated start date around mid-2023.

Enterprise Development Units TOT, TOE and TOC

In many ways EDUs form the heart of the Agro-tech and a significant aspect of ***all*** follow up projects. The Agro-tech established EDUs in Mogadishu, Kisimayo, Baidoa and through the PSDP a fourth in Beledweyne (prior to the end of the Agro-tech). The EDUs are staffed by academic and business professionals who have been selected as the best from a series of trainings provided by UNIDO. They are hosted by the (SCCI).

They provide business development services to MSMEs which included Training on entrepreneurship (TOE), business counselling (TOCs) and investment promotion services. It was stressed to the TE, by the EDUs, that trainers and counsellors do not prompt or suggest business opportunities to their clients. Rather they support the client once they have clearly identified their business through business plans that can be then recommended by the EDU for financing by the IBS. UNIDO has compiled a Training manual for Trainers on Enterprise Development and a Business Counsellors’ manual.

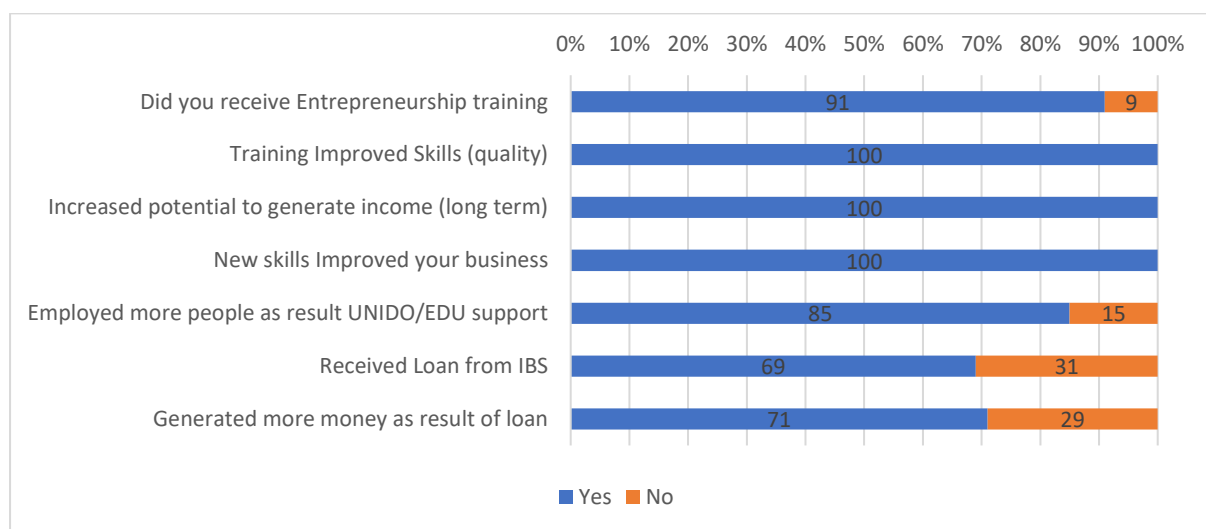
EDUs do provide business development and training needs analysis and groups of master trainers are being created. It is in the area of training needs analysis where the value chain studies are actually operationalized. For TOE overall training is provided in areas such as entrepreneurial competencies, teamwork, marketing management, book-keeping and financial management. For TOCs overall training is provided in such areas as business planning, financial management, book-keeping, marketing strategies, record keeping, costing and soft skills (such as team working). EDUs reported to the TE they also support networking with fellow traders, and business profiles, or company status reports (for the IBS). Many of the modules used for training were developed by UNIDO.

¹⁶ Review of the credit facility for enterprise financing in Baidoa (UNDP July 2022)

The long-term intention of the Agro-tech (and now the PSDP) has always been a developed national network of business development skills providers that can operate independently, but also together by exchanging skills and lessons learned. They can also operate intra and interstate.

Both this evaluation and the external study undertaken by UNDP (for Beledweyne) found the EDUs universally praised by borrowers. Quantitative data would support this view. Figure 1 below, illustrates the responses from the entrepreneurship survey. Of the respondents (both male and female) 91 per cent indicated they had received Entrepreneurship training. Of the survey sample only one respondent had received vocational training in fish handling¹⁷. It is noted, however that many recipients of loans had received vocational training from UNIDO (according to UNIDO M&E).

Figure 1: Entrepreneur response to training (aggregated by gender)



The survey responses appear unanimously positive¹⁸, especially with respect to training improving the quality of people skills and very importantly the resulting perceived potential to generate new income and improve their business. Seventy-one per cent of responses indicated they were already generating more money because of loans.

International Trade fairs, Joint venture, technology transfer, B2B and the ITPO

ITPOs have contributed to reducing development imbalances, by brokering investment and technology agreements between developed, developing countries and countries with economies in transition¹⁹.

The Agro-tech specifically hired an investment promotion expert from the ITPO-Rome to facilitate linkages between the Somali private sector and international private sector entities. While initially this resulted in developing relationships between the Italian and Somali private

¹⁷ This is a survey bias towards Entrepreneurs rather than recipients of vocational training.

¹⁸ Manual analysis of the results did not reveal a gender difference in responses.

¹⁹ <https://www.unido.org/investment-and-technology-promotion-offices-itpos>

sector, this is now expanding to other European countries. This was evidenced to the TE by meeting entrepreneurs and UNIDO staff who had just returned from Germany.

Working in conjunction with the ITPO, the Agro-tech held multiple trade fairs and fora to support international trade linkages, technology transfer and joint venture. Some examples include the Italy Somalia Business forum in Rome attended by the MOCI and 52 Italian companies, followed up by a forum in Mogadishu which brought together 10 Italian companies and 200 Somalian companies. Other examples include the online 2022 Somalia Business Matchmaking Forum attended by 25 Somalian companies and 80 representatives globally engaging in more than 50 back to business (B2B) meetings. Macfrut (2022) in Italy was attended by six Somali companies in the fruit and vegetable sector and IPACK-IMA (2022) brought together large Somali agricultural cooperatives in Italy to investigate new technologies and processing. Other events included the 2022 Webinar hosted by Italy which catalogued business opportunities in Somalia attended by 10 Italian companies in the Agro-industry sector. Currently the PSDP is planning to support the second Italy Somalia Business forum and the project reports about 22 European organisations have expressed interest to come to Mogadishu in May 2023 to attend the forum.

The project, ITPO and EDUs also supported well established larger scale businesses to import modern agricultural equipment, which as with the EDUs is very much at the centre of the Project goal. One example includes The Gaalooqe cooperative that reported it had imported around 33 tractors since that start of the project. Each tractor could be shared by between 15-20 farmers. Gaalooqe has since become an official dealer and retailer in tractors and other farm machinery. It also reported an increase in the number of jobs, and it was reported women were active farmers with just under half of the 450 farmers in the cooperative being women. The impact on livelihood security has been the provision of a *sustainable market price* for farmers.

COVID Response

COVID was reported as a constraint during project implementation. One participant indicated the view it had put the project back by about a year with a significant negative effect on the private sector, especially with regards to matchmaking between Financial Institutes (FI) and entrepreneurs. COVID was especially impacting companies who suspended operations with 75% experiencing a decline in sales. Alternatively, however, one respondent from the EDU stressed the impact the project had had on entrepreneurs, was even more positive as it had been implemented during a time during or just after COVID, “giving entrepreneurs some hope”.

Despite challenges, it is assessed the project intervened where it could, in partnership with both with the FGS and the relevant development partners. As common in all UNIDO projects (and beyond) responses included shifting to online meetings and training when necessary. However, the project also dynamically built partnerships during COVID.

Working in partnership with the WB, IFC, the SCCI and the MOCI, UNIDO undertook rapid business survey of around 550 companies to better understand the impact of COVID, the responses by business and their desired support.

In conjunction with the IFC, UNIDO undertook a capacity building programme to client financial institutions to support their MSME customers. The program comprised six financial and

marketing-related courses aiming to help FIs' MSME customers mitigate their businesses' financial risks, maintain their access to finance and digitize their business. Notably, the IFC reported that the EDU network was what made the outreach and training to 60 companies possible.

In partnership with UNIDO, the MOCI at federal and a state level provided a policy and strategic level outline on the impact of COVID, situational analyses and the support required by UNIDO. This included UNIDO support to the MOCI in finalising the Productive Sectors SMEs policy.

Agro-tech also supported the production of 5,000 masks which were produced locally and distributed to the MoCI, chambers of commerce as well as three quarters of a ton of nonwoven material for additional production. 32 entrepreneurs were involved in the production process.

2.2 Progress to Impact

It is determined progress to impact has been a considerable success of the Agro-tech project. From the perspective of the TE, this is due to multiple reasons.

- 1) The commitment of the international management team (and donor) basing experience on lessons learned from multiple rounds of implementation in other countries. This is coupled with commitment and growing capacity of the national team.
- 2) The proven validity of the activities implemented under the project, evidenced by its continuity and expansion and the involvement of additional agencies and donors.
- 3) The holistic "economic development" approach of the project which works with the public sector and the private sector (especially banking) and responds to clearly identified need for capital access. This is coupled with the relevance to beneficiaries evidenced by their near unanimous reported satisfaction regarding training.
- 4) The efficacy of the EDUs resulting from selection processes not just of trainers but of beneficiary companies and business profiling.

The TE determines that progress to impact of the Agro-tech project is **highly likely**. This determination relates only to the terminal aspect of the Agro-tech project and stems from the fact the Agro-tech has essentially expanded into a country programme, additional agencies, donors and partnership have and are coming on board and the project had significant indirect impacts. For full transformation to take place, however, additional phases (such as the PSDP) and even further phases were certainly required.

The TE uses UNIDO's three impact dimensions of (i) safeguarding the environment, (ii) contribution to changes in economic performance and (iii) social inclusiveness. The TE also differentiates between short to medium - and long-term impacts

Short to medium term

Short to medium term impacts mainly related to the establishment of the EDUs, the setup of the two credit facilities and training provided to entrepreneurs, **all of which worked holistically** to create the **foundation** of an enabling environment for business. The project reports that 226 new jobs were created, 160 entrepreneurs expanded their business for a total value of about USD 2.5m. domestic investment and 15 business negotiations either for TT or JV were concluded worth USD 1.176 m. EDUs reported they saw changes in the companies that had been mentored.

This included an expansion in employees, increased areas of production (farming) and a general increase in productivity.

Regarding short-term impacts of knowledge transfer, indications were very positive that new information and lessons learned from all forms of training and business support were absorbed by stakeholders who unanimously reported a high positive impact to the TE. National ownership not just from the entrepreneurs, but from the MOCI and the CoC has been an important driver here and relates back to the project formulation process discussed earlier. EDU staff were assessed by the TE as both highly competent and committed.

Regarding technology transfer, investment promotion and joint venture impacts relate mainly to larger scale entrepreneurs who have imported agro-technology equipment resulting from international networking supported by UNIDO-ITPO. This was also linked to the operationalisation of market based vocational and technical skills trainings and the value chain assessments. Trade fairs, focussed on the agro-technology sector have sensitised multiple Somali businesses to better, more modern, agricultural practices in multiple sectors of agriculture and related machinery. European companies have also been sensitised to investment opportunities in Somalia.

Longer term

With respect to the Agro-tech, long term impact is difficult to assess. The extent to which the project contributed to the conditions leading to the long-term transformation in the economy is not yet measurable.

M&E is not particularly robust at the impact level though the project also uses the IRPFs impact indicators where it can. The TOC prepared for the TE, and the written TOC for the successor project (PSDP) outline that systemic transformation will require interdependent interventions and support at Micro (services to individuals/companies), Meso (EDUs facilitate market access) and Macro (policies and strategies). The Agro tech focussed on the Micro and Meso but was not particularly focussed on the macro. If Agro-tech had terminated without follow on related projects, long term impact would be possible for individuals supported (business knowledge, capacity and confidence), but broader transformational impact would remain a significant challenge. Additionally, EDUs needed urgent replication and upscaling to the national level, not possible under the Agro-tech. It is apparent to the TE²⁰, however, that Agro-tech was always intended as the entry point for the required systematic support not the end point.

Behaviour change is possibly one of the most important potential long-term impacts of the project and this is discussed later.

UNIDOs three Impact Dimensions

Regarding (i) safeguarding the environment, Agro-tech was relatively small-scale aiming to support around 400 start-ups and 600 individuals in the areas of alternative agriculture methods and

²⁰ Consistent multiple responses from senior managers and the donor.

vocational skills. Additionally, most firms are relatively small scale. The extent to which the project contributes to changes in the status of the wider environment is not yet anticipated to have significant positive or negative results.

Regarding (ii) Economic performance it is assessed the project has contributed to relatively small-scale changes reportedly enhancing the income of many companies and in some cases numbers of employees. This was evidenced from both qualitative and quantitative data collected by the TE. Though beyond the scope of this evaluation it would be determined that transformational impact will also exceed the time period of even Agro-techs successor projects and activities. The extent to which the outputs and results of Agro-tech have been fully institutionalized is still very much a work in progress and the sustainable behaviour change, and transformation required for impact will take a considerable period of time. This was perhaps best summed up by one senior international development expert (outside of UNIDO) who indicated “[Agro-tech is a] ***Small project but with a very big practical impact if nurtured***”

Regarding (iii) social inclusiveness, the project is building capacity and cooperation between the relevant authorities and stakeholders and the project attempts to incorporate all the vested partners (including a focus on youth and women) in training and capacity building that it can. There were consistent reports to the TE that authorities were beginning to work together during Agro-tech through the PSC and PAUs, sometimes for the first time. The project has a solid strategic focus on women and their reported needs but less focus on the specific needs of youth.

2.2.1. Behavioral Change

Broad prerequisites and assumptions necessary for behavioral change are outlined in the ToC prepared by the TE during the planning phase of the Evaluation to this report. (Annex 3). These form an important indicator of Impact. In the context of the Agro-tech project behavioral change will require the development of relationships both between banks and private sector clients, but also improved relationships between the public and private sector. These institutional relationships are a precursor for the development of entrepreneurial capacities and to foster economic opportunities.

Positive behavioral change found by the TE is a positive outcome as it is determined this is a prerequisite to the development of a self-sustaining private sector. One of the strongest aspects of behavioral change is reportedly the developing relationship of trust between entrepreneurs and the IBS. Entrepreneurs often reported some initial uncertainty about taking a loan only to report an increase in confidence when they paid the loan back with interest. This growth in confidence seemed especially evident among some women respondents who were taking their first loan. Relationships were also reported to be further developing between the SCCI and local businesses because of the business support and counselling undertaken by the EDUs. Relationships between the SCCI and the MOCI have also reportedly improved not just within states but across states and this seems to indicate the nascent development of the EDU network which commenced under the Agro-tech but will developed further by the PSDP.

With a near-catastrophic drought being faced by Somalia, the great majority of international donor assistance is often focused on grants, not loans, and individuals attending courses will be paid stipends as an encouragement to attend training. With agro-tech, the focus was on identifying

motivated and committed individuals' companies and trainers and providing them the means in order to mobilize their existing capacity without additional payments. This necessary motivation and commitment were evident to the TE, whether talking to large scale companies benefitting from technology transfer and joint venture down to small scale single mother household businesses. Reactions to training were in all cases positive and the result of enhanced KASA was well illustrated by the unanimously positive responses to improved business opportunities because of new skills learned enabling more confidence in longer term income generation.

To some extent Agrotech contributed to a change in mindset (among project beneficiaries at least) away from grant dependency. One individual EDU respondent stated: "*the project changed our mindset from humanitarian aid to self-dependency*". It was frequently reported from both KII and FGD that UNIDO training had changed people's individual behavior regarding business practice with nearly every respondent focusing on their increased confidence. For more established companies, they were reporting a change in mindset towards increased potential to access international markets.

For the individuals in the EDUs trained through International ToT in entrepreneurship support and counselling there was strong evidence they had full capacity to continue training independently of UNIDO in the long term. This is also an indicator of UNIDO's careful selection process whereby training was given in stages over time with the best individuals selected to go forward.

Despite progress, there were still reported beneficiary expectations, especially in more rural areas, that training is going to be associated with stipends and that prospective companies will be given grants. Sensitization will evidently be an ongoing process, especially in areas where literacy rates are low and this is particularly relevant to women. The outreach required could not be fully achieved by the Agro-tech but this is expanding significantly under the PSDP and related UNIDO projects under their economic portfolio.

2.2.2. Mainstreaming, replication and scaling-up

Analysis regarding opportunities for mainstreaming replication and upscaling has to take into account the significant progress UNIDO has made in Somalia since the 'end' of the Agro-tech. Further to the ongoing establishment of an EDU network, Agro-tech has already created the foundation of a programme in Somalia. This TE determines that all the related pipeline and 'post' agro-tech projects within the programme framework of the PSDP largely derive from the Agro-tech itself. All proposals and new phases work within the value chains, strategies and methodologies, credit access and the EDUs created by the Agro-tech. It is also noted, however, that not all these concepts/projects are fully funded.

Opportunities for replication with both Agro-tech and PSDP do need scaling up regarding outreach and this was something cited widely by all participants of the TE, whether Government, chambers of commerce or entrepreneurs. However, the project has already proven its potential by bringing in support from additional agencies, donors and in expanding the number of EDUs and developing them as a network. This is in early stages, but it is already in progress under the PSDP. One EDU is already supported (Credit wise) by UNDP in Beledweyne and became operational as of December 1, 2020. Three additional EDUs are planned in Galmudug, Puntland and Somaliland and a support

fund under the PSDP will reportedly support sustainability until the end of 2025 well after the end of Agro-tech.

The MPTF funded PSDP which was specifically requested and strongly contributed to by the MOCI now forms the de-facto principal economic development project for Somalia. It aims to promote interventions at the macro, meso and micro levels of the Somali economy to promote infrastructure and capital investment, stimulate sustainable production, avoiding post-harvest losses, and develop market access. With UNIDO as the lead agency the FAO and ILO are also participating agencies. EDUs remain the operational bedrock of the PSDP, but the PSDP will also operate at the policy level, a further development needed from the Agro-tech. While the PSDP has an ambitious budget totaling USD 24.7 m. USD for TA and USD 25.7m. for the credit facility, so far USD 3.75 m. is under implementation for TA and USD 800,000 for the credit facility (UNDP). However, it is clear the PSDP is helping to mainstream the outputs of Agro-tech and certainly evidences strong opportunity for both replication and potential for significant upscaling.

Multiple projects are also in both the hard and soft pipeline, and it is assessed that all build on the groundwork done by the Agro-tech as well as the existing UNIDO country team established under Agro-tech.

The EU funded Incubator project is designed to build business incubators' capacities and develop their service models for delivery of specialized technical and managerial entrepreneurship as "entrepreneurship innovation hubs". The project is embedded in and supported by BIC²¹ AFRICA, funded by the European Union. The Incubator project will aim to link entrepreneurs to various financing schemes available in Somalia, supported by other international partners such as the EU and the WB.

Concept notes in various stages of negotiation include the Somalia Women Economic Empowerment Programme (WEEP) which aims to identify potential growth sectors for women led enterprises, better enabling and empowering women to play a more significant value-added activities in select value chains. Similarly, a concept note under WEEP aims to establish business facilitation units (BFU) to develop the milk supply chain in Southwest Somalia includes potential infrastructure and introduces quality control and hygiene standards.

Concept notes with regards to the Global Market Access Programme (GMAP) aim to enhance technical sustainability of the Quality Infrastructure, enhanced compliance with standards and technical regulations and a strengthened culture for quality. It is assessed these play strongly to UNIDOs comparative advantage.

Further, The WB supports an MSME credit facility, Gargaara which facilitates access to finance for MSMEs especially in the livestock, agriculture, fisheries, and renewable energy sectors. UNIDO is proposing a direct linkage between existing and new EDUs directly to the Gargaara fund. This will enable SMEs to access funds from the facility, once facilitated by the EDUs. At the time of the TE an additional project concept was approved for donation by Japan for desalination plants for vulnerable communities and is potentially scheduled to start later this year.

²¹ Business Incubator Communities

Opportunities for mainstreaming are also assessed as under progress, especially regarding the MOCI positive response to the Agro-tech specifically evidenced by its desire for and contribution to the PSDP. Entrepreneurs frequently cited the need for an expansion of the EDU concept, especially in the more rural areas of Somalia.

3. Project's quality and performance

This section analyses the methodology by which Agro-tech contributes to the expected development results examining particularly the original project design and intervention logic, efficiency of implementation of the project, the performance of principal stakeholders and project partners, the projects relevance, and its likelihood of sustainability.

3.1 Project design, intervention logic, and the Theory of Change

With the high levels of reported satisfaction with project results reported from beneficiaries and development partners, and the Agro-tech creating the foundation for a country programme approach it is assessed, the project design was valid and relevant and is overall rated as **highly satisfactory**. It is also assessed that with the expansion of the Agro-tech under the PSDP the project document remains valid even to date. The Agro-tech was not simply an entry point for UNIDO as UNIDO has been working on livelihood development since 2010 in Somalia, it was however, the entry point for a more comprehensive, potentially much broader and systematized intervention than UNIDO had undertaken previously.

The project document is assessed as comprehensive. From the outset the project was established more as a broad mechanism for sustainable economic intervention rather than a traditional post-crisis livelihood intervention that often traditionally focus mainly on TVET, small scale equipment provision and supporting market access. The project document articulates the background and context of the intervention clearly outlining implementation modalities, especially focused on how the beneficiaries (both EDUs and entrepreneurs) are the “agents of delivery and their involvement in project development is ensured to internalize and institutionalize it”²². The project document articulated the challenges facing the agro-industrial productive sector, especially lack of access to extension services, lack of access to credit, skilled labour and weak market access and the need to nurture the establishment of a business ecosystem.

The intervention logic of the project is defined as developing productive capacities as a key to sustained economic growth. Enhancing production capacities enables increased domestic resources to finance growth, attract capital investment and reduce aid dependence. For this to happen the intervention logic outlines three interrelated processes capital accumulation (investment), technological progress (new goods and services, methodologies, and innovation) and structural change (more business linkages encouraging innovation and changed production structures).

Considering the above, it is assessed by the TE that the project document does focus on UNIDOs comparative advantages with its overarching emphasis on ISID and the contribution of women and youth and — related to Agro-tech — the support to the agro-industry sector, private sector development, public-private development partnerships and extensive vocational training. The

²² Pp 14 Project Document

project document detailed risks, risk ratings assumptions and mitigation measures and the TE would assess these remain relevant to date especially security risks.

The Project document outlines the shorter-term goals of the project, assessed by the TE as essential institutional development coupled with sensitization on the goals of the project, as according to stakeholders' early development assistance is quite new in Somalia.²³ The Inception phase of the project established the EDUs, provided necessary training, and established the credit facility. International training was provided to capacitate local trainers to impart their new knowledge to beneficiary companies selected not by UNIDO, but by the national host institutions themselves. The provision of TVET was an additional component to the project which was requested by the donor early in development.

The longer-term logic of the intervention was to create an environment whereby there is an opportunity to accelerate economic development, through the introduction of a self-sustaining system of entrepreneurship support, all geared toward the modernization of agriculture and its support industries.

It is noted that the Agro-tech does not specifically illustrate a theory of change²⁴, however it would appear the intervention logic was outlined throughout the project document as discussed above. It is understood by the TE that a full TOC approach was not yet mandated by UNIDO globally at the time of project preparation. However, a more detailed list of prerequisites and assumptions enabling the necessary long-term transformation envisaged by the Agro-tech would likely have proved useful. As per the TE ToR and guidance provided by the UNIDO Evaluation manual, however, a verification of the intervention logic is advisable and for this purpose, a Theory of Change was reconstructed by the TE (see Annex E). The advantage of the TE reconstructed theory of change was the opportunity to examine in more detail the assumptions and prerequisites necessary for behavioral change.

It is assessed the project implemented under the correct approach of clearly defined logical phases. The implementation phase identified host institutions for the EDUs as well as a host institution to manage the revolving fund (both micro-credit and credit). The value chain studies undertaken during inception also helped identify gaps in the agriculture and agro-industrial sectors of Somalia. Importantly it was reported the EDUs still actively use these studies to help entrepreneurs focus on potentialities.

Following inception, phase one of the project focused on international capacity building for EDU staff (TOT), phase two focused on their consequent service delivery to existing entrepreneurs by national trainers (TOC and TOE), and Phase three focuses on scale up of the EDUs with respect to services they could provide. Notably, Phase four outlined the intervention logic that the return of the revolving fund would help sustainability towards new phases. The revolving fund (in the terms of loans to entrepreneurs) was paid back and this enabled a transition phase between the 'end' of Agro-tech and its successor the PSDP. It is determined by the TE that the Agro-tech was always intended to be the precursor of a wider programme approach.

It is assessed the logical Framework (LF) in the project document addresses the need and requirements for increasing productive capacity. The main outputs of the project require the development

²³ Verbal opinions of participants in the TE ranging from development partners, donor, FGS and especially entrepreneurs.

²⁴ The PSDP has a theory of change

of functional institutional capabilities to support the promotion of agro-technology modernization, the promotion of new markets and agro-technologies, access to funds for business startup and or expansion and encouraging sustainable jobs through TVET for selected MSMEs. It is assessed that outputs would lead to outcomes and that outcomes would lead to the development objective to contribute to acceleration of the economic development of Somalia. The LF includes gender disaggregated baselines and targets per activity as well as KPIs that very closely match indicators in the IRPF. The LF does not, however, include risks. Whether the project will lead to poverty alleviation as outlined as an objective (in the project document) also appears indeterminable and unmeasurable.

3.2 Efficiency, coordination and project management

The project has faced challenges regarding full efficiency, most of which were outside its control. It took, for example, a long time to sensitize national stakeholders in the hard-development approach of the project and a lot of the implementation was ultimately undertaken during a pandemic. Conversely, it is found the project seems to be a highly efficient use of a modest budget and despite challenge to timeliness at the outset, **efficiency is rated as satisfactory** as a “timeframe [may be] reasonably adjusted to the demands of the evolving context²⁵”.

The project was conceived and submitted to the donor around mid-2017, was signed and committed one year later with the first donor payment disbursed in October 2018. From January 2019 to June 2019 was the inception period with a further three months to August 2019 to establish the EDUs and the credit facility. EDUs were operational by January 2020 with three being established by March 2020, and the credit facility was approved by August 2020 —following a competitive bidding process. The IBS took three months to set up the credit facility which disbursed the first loan in October 2020. The project ceased most activities by June 2022 reporting 100 per cent completion, exceeding all targets. As of the time of the TE the credit facility has been requested to be extended until June 2023.

Generally, multiple respondents from the donor, the FGS and other DPs stressed the remarkably quick development of the EDUs, suggesting a high degree of efficiency. As mentioned, multiple times in this report, there is little doubt that previous interventions of the same nature in other countries and the continuity of senior expertise from one country to another significantly enhanced efficiency.

Although the project had always intended much of the training to be remote (due mainly to security), the impact of COVID was still a challenge to efficiency of timeliness as matchmaking between businesses and the banks was put on hold. It was estimated by the project that COVID delayed activities by about a year. Covid also detrimentally impacted physical trainings from the EDUs to enterprises. With the multiple agency relationships developed, however, during the course of COVID (see section 2.1), it is assessed that the management of Agro-tech efficiently used this ‘downtime’ to further the wider objectives of UNIDO’s role in Somalia enabling integration of the methodologies of the project into the wider development agenda.

²⁵ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm#efficiency-block>

It is not assessed alternative approaches could have accomplished the same results at less cost, nor is it assessed that more could have been achieved with the same input. Where possible UNIDO has mobilized national sub-contracts and local consultants. The TE finds that inputs from the donor, UNIDO and Government counterparts have been generally supportive. However, it is assessed that turnover of key positions within the Government, some trainers and the donor have restricted full efficiency, requiring frequent reintroductions to the purpose of the project.

Project management is determined by the TE as pragmatically adapting to the multiple challenges faced by the project. Adjustments to and the status of delivery of workplans were reported to the PSC on an output-by-output basis and workplans and revisions to associated budgets are agreed at project PSC. Where workplans have been adjusted it was reported these were done in consultation with stakeholders mainly through verification at the PSC.

The credit facility started late but is assessed by the TE (and independently by UNDP) as working well with 100 per cent of the first loans being repaid and then disbursed for a second round. The revolving fund itself has proven to be a highly efficient mechanism for disbursing the same money multiple times as the loan is paid back. It is anticipated the revolving fund will continue under a future project the Compact fund for SME financing in Somalia. With entrepreneurs now **independently** thinking of value addition, increasing production, and increasing jobs it is assessed the revolving fund was a very efficient use of almost one third of the budget.

The ToT approach is assessed as efficient whereby nationals can in turn train other nationals with their new skills and capacities. It was reported that TOC and TOE are low cost, it was reported by the IBS that COMFAR that can be used by the banks is cheaper than alternatives. Efficiency was enhanced by the project not paying any form of stipends with entrepreneurs covering their own costs even for international travel, though where it can UNIDO is supporting entrepreneurs to access lower cost visas. EDUs are paid by the MoCI though UNIDO does cost share operational costs. UNIDO also pays 50 per cent of EDU running costs including 50 per cent of the head of the EDU. While the SCCI should receive funding support from the Federal Government of Somalia (FGS), often the budget is cancelled by Parliament during budget review.

While the project addresses security risks through capacitating and using its national team. It is very likely efficiency would be further increased if internationals (including the donor) could travel freely throughout the project sites. This is, however, entirely outside control of the project.

A strong focus to capacitate national management of the project is assessed as the right approach and though beyond the scope of this evaluation the TE would determine the **national** individuals in place will be capable to manage the outputs of Agro-tech as it continues to expand into a wider programme. One member of the team is the first co-chair of the UN Programme management team in Somalia. This is assessed by the TE as a positive indicator of the strong national approach adopted by the Agro-tech.

Strong selection criteria for both trainers and entrepreneurs are a focus of the project with multiple rounds of training enabling selection of the best trainers who in turn hold multiple rounds of communication, counselling and advice to both new and existing entrepreneurs

With 1m. of the total project budget of 3m going to the credit facility, the direct and indirect impacts that the project has had in terms of introducing a likely sustainable private sector development approach and ‘changing the conversation’ over the nature of development in Somalia is notable.

The clear structure of national management built in from the outset included PAUs comprising representatives from the local regional governments and MoCI, to play an advisory and monitoring role in implementation of the Agro-tech project for the PSC enhanced efficiency by supporting national ownership. However, beyond this, the extant capacity of banks and the SCCI to liaise through the newly created EDUs and provide relatively straightforward services desired by the private sector enhanced efficiency. The national SCCI/CoCs are assessed as efficient and effective and reportedly have existed longer than multiple governments in Somalia, and the IBS had fully developed systems of financial management.

Twenty per cent time allocation for the PM as OIC for UNIDO in Somalia has enhanced the role of UNIDO enabling better integration of the results of the project into donor frameworks and approaches. It is assessed the virtual full-time presence of a PM in the field significantly enhanced efficiency.

This TE was the final budgetary related activity of the Agro-tech and the budget has now been used. Technical assistance under the Agro-tech completed in December 2021, though as discussed throughout this report, the PSDP continues to develop and build on the Agro-techs specific activities and outputs. An 18-month extension requested was simply to enable operationalization of the credit facility for a second round. Agro-tech will be closed on the 30 June 2023, though it is anticipated the revolving fund will continue under a project currently being designed — the Compact fund for SME financing in Somalia.

Table 5: Agro-tech Budget Summary (by budget line)

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4	Total expenditure (at completion)		Total allocation (at approval)	
						(EUR)	%	(EUR)	%
11-00	International Experts and UNIDO Technical Service		169,829	185,491	120,917	476,237	18	693,000.00	22.63
15-00	Local Travel		15,234	12,468		27,702	1	55,000	1.83
16-00	UNIDO Monitoring			1,102		1,102	1	55,000.00	1.83
17-00	National Experts		69,412	66,202	8,266	143,880	0.04	5,000.00	0.16
21-00	Sub-Contracts (Credit facility, communication and security)		58,343	1,370,843	87,884	1,517,069	57	1,176,000	39
30-00	Training (ToT, ToC, ToE, Counseling hours, MSMEs financing, Study Tours, Forum)		52,197	168,569	15,994	236,760	9	370,000	12
43-00	Premises		3,075	98,409		101,484	4	78,000	3
45-00	Equipment (Office & Training equip., toolkits, etc.)		21,977	33,684	23,594	79,254	3	55,000	2
51-00	Sundries (security, advocacy, communication,	5,417.31	9,978	44,873	1,6489	61,917	2	17,738	0.6

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4	Total expenditure (at completion)		Total allocation (at approval)	
						(EUR)	%	(EUR)	%
	office running costs, vehicle rental)								
	Independent Evaluation				20000	20,000		20,000	
	Agency Support Cost	19262				196,262	7		
Total		5,417		169,829	185,491	120,9167	476,237	3,000,000	

3.3 Performance of partners

The project was impacted by travel restrictions and lockdowns because of Covid-19 which created challenges for continued performance requiring adaptation and a greater flexibility regarding timelines. It was also reported the performance of partners was sometimes detrimentally impacted by turnover of key staff both from Ministries, EDU trainers and in one case, the donor.

Despite challenges the ***performance of all partners is assessed as satisfactory or highly satisfactory***. This takes into account the small budget of the project, the limited time, the challenges of COVID, security constraints, the 'new' nature of project implementation for Somalia yet the extremely positive reports from stakeholders, beneficiaries and other DPs. The combined commitment from the PM, the UNIDO Somalia team, the EDUs, the MOCI, SCCI, the IBS and the entrepreneurs themselves is notable.

National Counterparts

Government capacity remains low, especially at some state levels and it is found that there will likely remain a strong dependence on UNIDO especially for technical transfer of knowledge. The FGS is, however, a strong supporter of the UNIDO project as are all CoCs. UNIDO also provided an advisor to the MOCI for strategic and policy level advice. The entrepreneurs themselves, and more widely the private sector, is fully committed, self-financing, independent and reported by multiple senior sources to be very dynamic.

It was reported that internal government coordination improved over the Agro-tech, and it is suggested this is a positive direct impact of the project though the development of Public private partnerships (PPP) would not have been possible time wise under the agro-tech. It was reported that trust between the entities required for the projects holistic approach took time to develop. Ministries and Entrepreneurs also took time to understand the difference between UNIDOs approach towards self-sufficiency and many other projects which remain focused on humanitarian aid, grants, stipends and donations. Relationships between the SSCI and the IBS also took time to 'mature'. UNIDO is also likely to face increasing challenges as it extends its focus into the more rural areas. This was reported by one EDU expert who stressed the very significant differences between capacities in Mogadishu and Kismayo.

Despite challenges, positive aspects include the teams of local experts who are not salaried who have assisted the project, through for example the PAU.

The Donor

The AIC has been a **full project partner**. It has provided consistent long term needed support to UNIDO to the antecedent project in Iraq, the Agro-tech itself, and the required successor phases. The donor also had input into the development of the project document adding in the vocational training 'livelihoods' component, though the full link between TVET (such as welding) and the Agro-tech project are not entirely clear to the TE. It was, however, certainly a good entry point for the commencement of activities with private sector beneficiaries. Generally, tranches were received on time. However, it was reported, the last tranche was delayed because of a change of staff on the donor side thus delayed activities for six to seven months, especially the credit facility.

UNIDO

With respect to the Agro-tech project, UNIDO is found to have operated with significant success within Somalia. An (possibly) unexpected positive result was the leadership role UNIDO has taken in Somalia not just with respect to the private sector which should be the norm for UNIDO, but more broadly the shifting nature toward 'development' rather than 'humanitarian' assistance to Somalia.

The original project document and methodological approach adopted, suggest strong technical competence, and training from international experts was universally acclaimed. Reporting lines and the operational governance system with clear roles and responsibilities were articulated by the project from the outset. The good quality, practical and strongly relevant outputs of international training was fully verified by national stakeholders and further verified by the TE.

The project structure for Agro-tech is assessed as correct with national governance structures that include a PSC and a PAU. There is a relatively small UNIDO team in place with around nine staff/consultants. The great majority of the team are Somali nationals and with an international programme manager in place for much of the time in in-country there was no need for an international CTA. It would be assessed by the TE this position should ideally be national due primarily to travel restrictions and the need to maintain a full working relationship with Somali businesses and the Government. Importantly the team includes national local coordinators who remain in the projects implementing States assisting the EDUs to, in turn, support beneficiary companies. There was very good communication between Mogadishu and the States according to these staff.

The project did not design a formal communication strategy though it was planned to have one per EDU. However, in practice the project is active with local media channels and especially social media, where it was reported Agro-tech was the second most followed Twitter account after UNIDO Headquarters. Likewise, outreach is something clearly articulated as a need by stakeholders, but this is specifically the remit of the MPTF funded PSDP and the EU project, both with the goal to create new EDUs and Incubation centers and link their service capacities.

3.4 Relevance

The assessment of relevance looks at the extent to which the objectives of the projects were consistent with the requirements of national stakeholders, key beneficiaries, international priorities, donor policies and UNIDO. Generally, there are no issues with relevance, and relevance is assessed overall as **highly satisfactory**. Entrepreneurs, development partners in Somalia, the

donor, the MOCI and members of the SCCI universally iterated the very high relevance of the project.

Agriculture is one of the main productive sectors in Somalia and the project helped to fill gaps by providing access to credit, access to new markets and technology for the modernization of agricultural practices. Agro-tech was a technically sound solution to the clearly identified development need of the FGS, especially developing the potential of new and existing entrepreneurs.

Economic development is one of the primary strategies of the UN Sustainable Development Cooperation Framework²⁶ and outlines the goal to strengthen economic governance, support an enabling environment for inclusive, sustainable, and broad-based economic growth all driven by the emerging small and medium-sized enterprise sector.

The project is relevant to the Italian Agency for Development Cooperation (AICS) especially with respect to the programmatic focus on strengthening institutional capacities, producers' capacities, improving stakeholder coordination and encouraging coordination with the private sector.

The project is also relevant to Pillar 3 of the Ninth National Development Plan for Somalia whereby the FGS wishes to provide greater employment opportunities by transforming more traditional agricultural industries to make them more productive and encourage growth in the private sector²⁷. The project is also in line with mandates of the MOCI in terms of PSD and creating an enabling environment for businesses.

The project document outlines an ambitious list of related SDGs including goals 1, 2, 4, 5, 8, 9 and 16. The Agro-tech certainly has strong relevance to Goal 9 Industry and innovation, most especially with the projects support for capital provision to SMEs. The TE would also determine that Agro-tech has specific relevance mainly to Goal 4 quality education through its training provision, Goal 5 with its strong focus on women's business aspirations, and Goal 8 with the project strategy to promote sustained, inclusive and sustainable economic growth, although on a modest scale. SDGs 1 Poverty reduction, 2 zero hunger and, 16 promoting peaceful societies are likely potential contributions the project and its successor may promote but they are currently unmeasurable. It is certainly noted however, that economic stability is a significant driver of peace and in that respect the project is playing a potentially significant long-term role by capacitating the private sector.

Relevance of the project is determined by the TE as significantly benefitting from lessons learned by the Programme Manager and the Senior SME Development specialist who created a similar intervention in Iraq. In Iraq, most EDUs (with different nomenclature) remain sustainable. One of the key approaches with Somalia is that EDUs are not placed in the Ministries who have a very broad remit but in the chambers of commerce made up of the private sector with a vested interest to focus on developing private sector companies. This was a lesson learned from previous interventions.

²⁶ Pp 39 United Nations Sustainable Development Cooperation Framework Somalia 2021-2025

²⁷ Somalia National Development Plan 2020 to 2024 (NDP-9) Ministry of Planning, Investment and Economic Development, January 2020

Agro-tech also benefits from the experience of the ITPO. The ITPO has been implementing EDIP (Entrepreneurship Development and Investment Promotion) Programmes in developing countries and those with economies in transition to mobilize investment, both domestic and FDI, to modernize technologies enabling production expansion.

That the training received by entrepreneurs was perceived to be relevant stemmed from the nature and type of training they received. From the reported perspectives of the entrepreneurs spoken to by the TE the relevance of the training received is summed up by one comment from an Entrepreneur in Mogadishu who stated, “we believe the training was a blessing to our business” and a female who stated the training had enabled her to open a second shop who stated this is a “dream come true”. Entrepreneurs improved aspirations and confidence are further discussed under impact.

3.5 Coherence and Synergies

Coherence examines the compatibility of the intervention with other interventions in a country, sector or institution both internally and externally. As with relevance the TE finds that coherence is highly satisfactory. The project is a follow on and expansion to other interventions, including those of both UNIDO and the Donor. It is also assessed project outcomes are fully integrated into systems of governance.

It is determined the Agro-tech was fully coherent with earlier phases of TA. The Somali project is a development of the IRAQ projects also funded by Italy. This was reported by current programme management, but also donors that had been a part of previous interventions as well as a former chief of Division in UNIDO as well as a Trainer currently managing a related initiative in IRAQ. From the outset and as a result of lessons learned in Iraq coherence (as well as sustainability) were built into the project from the outset with the EDUs, operating in support of the MOCI and the CoC, dealing directly with the private sector.

While more of an early development phase approach rather than an early post crisis approach the Agro-tech has been able to build on previous UNIDO interventions in Somalia, especially with regard to previous vocational and technical skill trainings provision, the rehabilitation of some vocational training centers (VCT), management training for national public and private sector institutions and small-scale technology transfer. In all cases Somali projects focus mainly on agriculture and agro-processing.

The project is assessed to be internally coherent in terms of development partnerships in Somalia and Agro-tech (and its follow on the PSDP) have enabled UNIDO to take the lead in private sector development initiatives in Somalia. UNIDO, for example, co-chairs Pillar 3 on Economic Development of the NDP9 with UNDP. While UNIDO co-chairs Pillar 3, the very highest levels of UN representation in Somalia specifically stated that in fact UNIDO is the “only entity that has a solid partnership with the private sector in Somalia.” The PSDP which was a direct result of the Agro-tech project is also now seen as the flagship UN economic development programme for Somalia.

As a result of the Agro-tech, UNIDO has also been able to reach out successfully to additional development partners in Somalia. The EU has shown interest in the investment promotion aspect of the EDUs and is currently supporting the EU funded Incubator project which is supporting the development of three business incubators. UNDP has provided funds for the operation of the fourth EDU in Beledwyne.²⁸

While COVID was a constraint, it would also appear the project worked coherently with development partners during the health crisis (see Section 2.1 previous). Both, during and after the Agro-tech project, UNIDO had multiple rounds of conversation with the World Bank Group (WBG) and the International Finance Corporation (IFC) both as part of the COVID response in Somalia but also other areas including development of national standards and business registration

As entrepreneurs are self-financing (even small-scale ones), not requiring grants or humanitarian aid their reported increased confidence, capacity and interest in markets both nationally and internationally is assessed as fully coherent with the FGS desire to modernize agriculture and add economic value addition. While beyond the scope of this evaluation it seems evident that market distortions often possible as a result of significant, non-repayable grants and gifted equipment is not an unanticipated negative impact of the Agro-tech.

3.6 Sustainability

The TE determines that sustainability is likely at midterm and is *satisfactory* overall. This determination is based largely on positive stakeholder responses to the relevance of and desire to implement the technical capacity building and training being imparted by international experts. Also, from the entrepreneur's perspective it is determined there is the private financial commitment and capacity for sustainability beyond UNIDO. A significant driver that supports sustainability is the growth of the private sector particularly in Mogadishu. Larger scale Somali entrepreneurs desire linkages to international markets and International markets desire access to distribution channels and markets in Somalia (Source ITPO: Rome). Germany and Italy, for example, are interested in investment opportunities in Somalia as evidenced by multiple partnerships with Somali business in the agro-technology sector since the commencement of Agro-tech. Notably, the IBS is not only monitoring the loans from the credit funds but is also developing independent relationships with clients beyond UNIDO and funding beyond the revolving fund.

If one considers Agro-tech in isolation from further phases of support, neither the EDUs nor the full network would have been established or fully sustainable by the end of Agro-tech and needed follow up phases of support. For EDUs to be fully sustainable they have to be able to charge for services they are already providing to business. At the moment UNIDO is covering the costs of training at 20 USD per hour per trainer. It was estimated that for EDUs to be fully functional will still take several years. The TE cannot, however, look at Agro-tech in isolation and had it not been for follow up phases (essentially planned from the outset), sustainability would not have been

²⁸ Although this is under the PSDP project, the support was provided as a result of and before Agro-tech had finalized. It is therefore considered as part of Agro-tech in the TE.

assured by the end of the Agro-tech project, certainly not at the level or geographical coverage envisaged by the follow-on phases.

In terms of security risks to sustainability, Al Shabab is a present threat. Although UNDSS indicated there were strong mitigation strategies in place from The African Union Transition Mission in Somalia (ATMIS) as well as international troops from multiple countries, other assessments²⁹ would generally indicate the resurgence of Al Shabaab with between 7,000-12,000 fighters, especially in more rural areas. According to the UN Security Council³⁰ Al Shabab continues to exploit political instability, with some of the largest attacks by Al-Shabaab in recent years taking place in early 2022. The project did put in risk mitigation strategies with monitoring being undertaken by national institutions and the relatively modest amounts of money involved in Agro-tech, however, the project and its successors can have no control over militantism.

Regarding socio-political risks a challenge to sustainability could continue to be the inevitable market distortion from the sheer volume of humanitarian aid coming into Somalia in the terms of grants and equipment. Significant equipment grants to the private sector such as tractors could potentially undermine the development of a market-based ecosystem. With the humanitarian crisis ongoing in Somalia, however, this will likely continue in the near future.

National ownership was institutionalized in the project approach from the outset. From the Federal, and State government levels, the entrepreneurs, and the host institutions there was no indication they did not want the results to continue post UNIDO. On the contrary all seem to want expansion and greater outreach of the approach.

Towards the end of Agro-tech, certainly under its successor the PSDP and with new related projects such as the EU funded Incubator project the project has also been able to diversify its funding sources. It is noted that with the EU project, the PSDP and even the WB Gargaara project it is the EDUs and their service provision together with funding provision for expansion that is a common factor of all follow on initiatives. The Italian donor, however, has also appeared to commit to long term support. This is determined as a positive for sustainability, both with respect to donor funding, but also more importantly to provide the time needed to expand and sustain the EDU network nationally.

It is not assessed the Agro-tech had any adverse environmental impacts. In fact one large scale entrepreneur importing tractors, unsolicitedly outlined how modern tractors were more environmentally friendly. Additionally, a lot of the businesses being supported by the project are small scale in nature and in no way associated with extraction or large-scale processing. Wider environmental risks associated with climate change do potentially pose a risk to the project, especially with its focus on agriculture. The scope of the project and the nature of agro technology development (e.g., farming and small-scale processing) would not yet require Environmental Impact assessments.

Legal frameworks, policies and governance structures do not pose a significant risk to the project currently. However, the project did potentially face constraints with a high turnover of Ministers

²⁹ Washington Post July 27 2022

³⁰ UNSC Thirtieth report of the Analytical Support and Sanctions Monitoring Team (July 2022)

and some of the trainers that were selected. Legal frameworks and governance structures have been a focus of the project from the outset but are a larger focus of the successor PSDP.

Building on lessons learned from previous implementation, Agro-tech had sustainability and an exit strategy built in from the outset. While it cannot be guaranteed that the EDUs and their supported entrepreneurs will sustain, the likelihood appears very high. Entrepreneurs are in all cases self-sustaining, requiring loans that they have paid back with interest and equipment which they have purchased themselves. With the widely perceived success and support for the EDUs in Somalia, the commitment evident from the MOCI and SCCI and the fact that the units survive (in one form or another) in Iraq the likelihood of sustainability appears evident.

3.7 Gender Mainstreaming and Youth

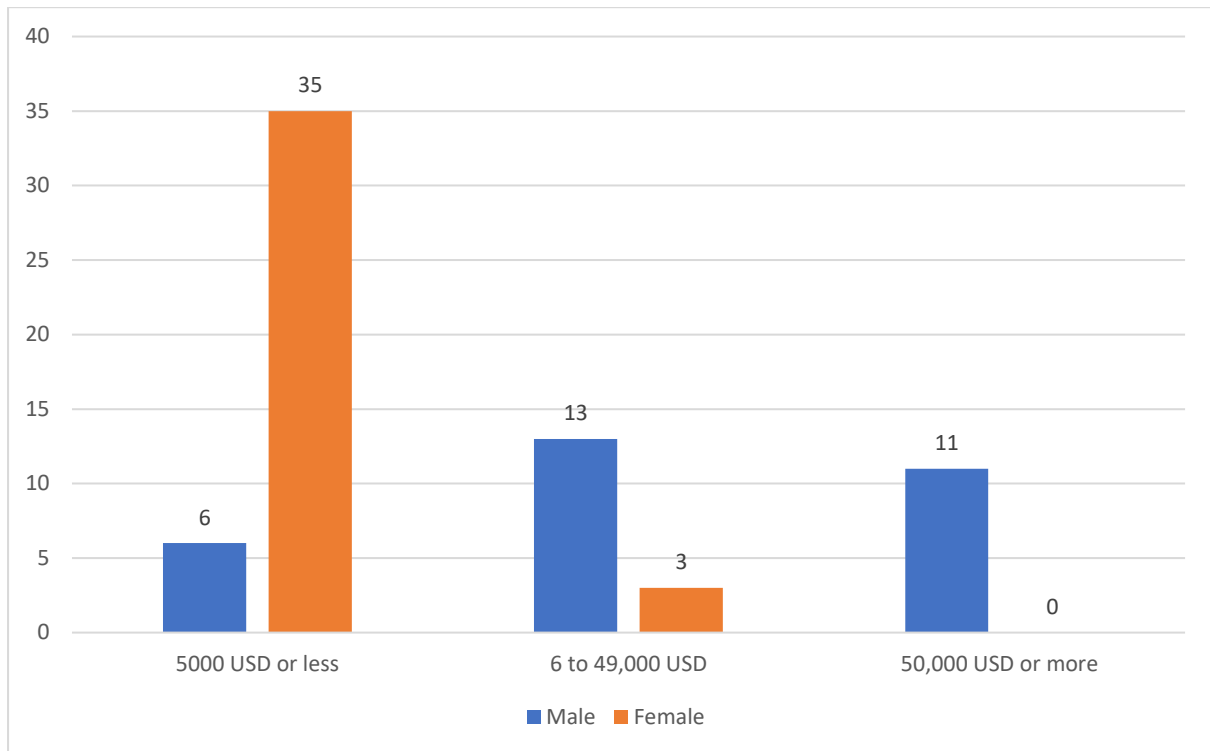
The Agro-Tech Project had a gender marker of 2a indicating significant attention will be given to gender. The gender mainstreaming checklist for the Agro-tech project specifically articulated how the project would focus on gender, from inputs and activities to outcomes, and the project logical framework articulated disaggregated targets though in all cases targets for women were relatively modest when compared to men.

The TE finds Agro-tech was fully gender inclusive in its approach and all activities, technical assessments and reports included a gender lens. Beyond anticipated inclusiveness, the project also made a strong contribution to full mainstreaming particularly regarding gender equality economic empowerment. In terms of vocational training, women were involved heavily in handling, packaging and storage of fruits vegetable and fish throughout Baidoa, Kismayo and Mogadishu, while training in welding and plumbing was exclusively taken up by men³¹. The provision of access to micro credit loans of less than USD 5,000 specifically responded to women's needs to create and develop small scale business (SMEs) and was reported by the project as a specific gender strategy. According to an interview between the IBS and the TE the bank itself has specific programs that encourage women including mentoring and trust building whereby successful female entrepreneurs can relate their successes and how they manage risks — both personal and business — and challenges to other women. What is ultimately needed, however, is greater access for women beyond micro-credit towards larger credit from the banks. There were women receiving large loans, but these were in the clear minority. This is a reported focus of the PSDP, though traditional cultural “barriers” to women in Somalia are still prevalent.

The project reports that most beneficiaries of smaller scale loans were women. This was supported by both the IBS and the Entrepreneur Survey undertaken by the TE. Of those that had received loans, just over 60 per cent of responses were micro-credit loans of USD 5,000 or less with the great majority being female. Around 25 per cent of entrepreneurs reported receiving credit-loans of between 6 to 49,000 USD with the great majority being men. Significant loans of more than USD 50,000 was reported by around 16 per cent of respondents, all of whom were male. Figure 2 below.

³¹ Project Progress Report August 2022

Figure 2: Amount of loan (by no. of responses)



Looking forward, the gender focus of the project has been expanded under the PSDP to encourage women participation at the policy making level and expand opportunities for women beyond micro-credit towards larger female owned SMEs. Additionally, the EU funded Business Incubators Project has committed to undertake a gender analysis to identify the barriers faced by women entrepreneurs and to recommend measures that can help overcome identified bottlenecks.

Further examples that came out of the Agro-tech are multiple concept notes that focus on the role of women in agricultural value chains specifically dairy and includes food quality control and hygiene standards³².

Youth

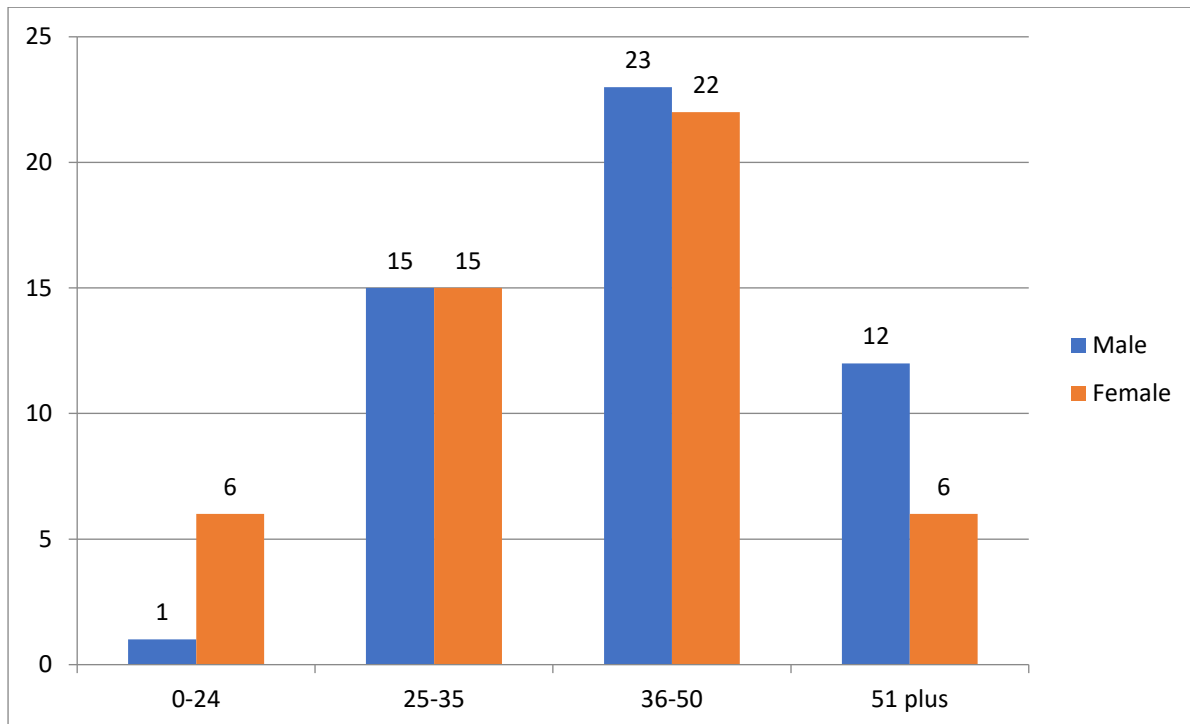
There is no universally agreed international definition of the youth. While the United Nations defines 'youth' as those persons between the ages of 15 and 24 years³³ an upper age range of 35 is common among some African and Asian countries (notably the National Youth Policy 2015 – 2020 for South Africa).

According to the Somali Institute of International Affairs Somalia, the official definition of youth is the period between ages 15 to 40 years. However, youth is also defined as the age of up to 29 by UNDP Human development reports. The age of 35 is used by this TE.

³² Draft Concept Note Women Economic empowerment & renewable energy in the dairy sub-sectors

³³ General Assembly resolution 36/28 of 1981

Figure 3: Age of Respondents



While the TE has not undertaken a survey of all entrepreneurs supported by the Agro-tech, clearly there are more borrowers above the age of 35 (and certainly above age 24). It appears likely there remains a banking preference to lend to well established firms, some of which already have credit records with other banks. This was a finding of the UNDP review for funding the credit facility in Beledweyne. Notwithstanding the above, 37 per cent of respondents were youth (35 or under) with 6 per cent of the borrowers being young women around the age of 22. 18 percent of respondents were above the ages of 51.

Somalia is a youthful country with the Median age of the whole country being 16.5. Around 60 percent of its estimated population of some 15.9 million people is under the age of 30. Out of 300 beneficiaries of training for entrepreneurs 230 were youth and it was reportedly predominately youth that were interested in training. Nor can UNIDO and the IBS discriminate on the basis of age and the project document did not specify it was only working with youth. Ultimately however, the TE would determine the project does appear to have a more defined strategy for gender than it does for youth.

4. Factors affecting the achievement of results

The project operated a holistic approach necessary for supporting the strengthening and development of the economic sector of which agriculture remains paramount. The project is bringing together a wide range of competent and responsible authorities at both the federal and state level and there was clear reported progress with increasing local coordination evidenced by interviews with stakeholders. It was reported for example there was an increasing coordination between States and also between States and the Federal Government with many working together for the first time as the result of the Agro-tech. Also, for agricultural development, access

to credit required developing relationships between the banking sector and entrepreneurs, a relationship that has now developed even beyond and independently of UNIDO.

While the identified progress of the project can be attributed to the quality of the intervention itself, the International and national team and the donor, broader external factors are also important. Agro-tech was implemented at an opportune time in Somalia. Politically the country is stabilizing (with the caveat that Al Shabab do remain a risk), and though humanitarian assistance and grants will continue in Somalia, the country was also moving out of post-crisis and towards an early development phase, especially in more urban areas. There is a developing financial sector to respond to growing demand for capital (not grants), also the FGS is increasingly focused on long term development and the modernization of all industries, especially agriculture and both national and International Entrepreneurs desire linkages within and beyond Somalia.

4.1 Results-Based-Management and monitoring and evaluation

It is found the M&E system within Agro-tech is relatively robust especially at activity and output levels and follows a standard process and results form of monitoring. Additionally, the project undertakes beneficiary monitoring related to beneficiaries' perceptions as well as financial monitoring. The M&E system has been closely aligned to UNIDO's global IRPF helping measure specific inputs to ISID and many of these indicators already collected by the project are broadly defined as quantitative impact indicators by the IRPF.

There are some minor shortcomings in the M&E and reporting system. The project does not, for example, collect data on impact regarding poverty reduction, nor could it. M&E does not report against the specific SDGs articulated in the project document and more reference to challenges encountered and lessons learned in progress reports would be useful to the project and UNIDO.

It is found, however, that results-based management (RBM) is generally of a high standard. The project has annual workplans that focus on all the main activities and outputs anticipated in the log frame. With UNIDO globally now using the Bennet Hierarchy³⁴ there is also a much greater focus on necessary behavioral change as the precondition for sustainable system transformation. This is something the project M&E has taken on board aligning project activities, outputs and outcomes with the IRPF.

With respect to the IRPF, quantitative impact indicators exist that the project is already reporting against. These include the Bennet level 7 - ISID Impact indicators for advancing economic competitiveness such as economic gains and for creating shared prosperity with respect to job creation. The project has a relatively small number of indicators, but it is assessed these focus very specifically on project results including key activities and milestones. Indicators range from the number trained and the types of training they received, loan and type committed, enterprise establishment and diversification, job creation and income generation as well as the value of TT and JV.

³⁴ Summary: Bennett level 1 inputs, level 2 activities, level 3 participation- broadly how many participants in what types of meetings, level 4 their reaction, level 5 KASA- broadly the precursor to change which leads to level 6 adoption of new practices and 7 the larger scale end results coming from new practices.

The project established PAUs to advise the PSC as a mechanism for both advice and to support corrective and/or adaptive management as required. Information on progress and constraints is reported to the PSC chaired by the DG of MOCI with participation of the DGs of the MOCI at state level.

With security related restrictions data collection in the field by internationals is a constraint. However, the project specifically involves key partners using multiple monitoring tools as a specific risk mitigation strategy. It is further suggested by the ET that this also supports both national systemization and ownership. For example, the IBS already has a fully functional systems of loan management and collates and reports data on both types of loans as well as their disbursement and repayment. The EDUs coordinate with the IBS to support recipients following company status reports, certification and strict business planning and identification of business potential. EDUs monitor the progress of businesses on a one-to-one basis, especially supported through business counselling and quarterly site visits. The training provided by the EDUs themselves is also monitored both quantitatively and qualitatively by senior trainers.

As the outputs of Agro-tech project continue to be implemented under follow on projects funded by multiple donors a forward-looking recommendation would have been to introduce *a programme wide monitoring approach*, aligning indicators where possible. The programme, however, has already identified that need and employed an M&E consultant specifically for this purpose. It is also suggested that basic indicators of impact already exist. What is lacking is the measurement of broader impact of the project a whole, something this TE can only briefly touch on.

4.2 Overarching ratings table

Table 6: Overall Project Rating

#	Review criteria	Rating	Score
A	Progress to Impact	HS	6
B	Project design	S	5.5
1	• Overall design	HS	6
2	• Log frame	S	5
C	Project performance	HS	5.6
1	• Relevance	HS	6
2	• Coherence	HS	6
3	• Effectiveness	HS	6
4	• Efficiency	S	5
5	• Likely sustainability of benefits	L	5
D	Cross-cutting performance criteria	S	5.3
1	• Gender mainstreaming	HS	6
2	• M&E: M&E design M&E implementation	S	5
3	• Results-based Management	S	5
E	Performance of partners	S	5.7
1	• UNIDO	HS	6

#	Review criteria	Rating	Score
2	<ul style="list-style-type: none"> National counterparts 	HS	6
3	<ul style="list-style-type: none"> Partners (Donor and subcontract performance) 	S	5
F	Overall assessment	HS	5.6

5. Conclusions, Recommendations and Lessons-learned

5.1 Conclusions

It is found that the Agro-tech has fully leveraged UNIDO's comparative advantage, enabling UNIDO to lead the approach to private sector orientated development assistance in Somalia. Beyond that, the project has also been at the forefront of the discussion about the changing nature of assistance to Somalia.

It is evident the project was very timely, especially with respect to the changing needs of Somalia as the FGS increasingly looks towards more sustainable long-term development results. With critical humanitarian crises in Somalia, however, there will remain the need for humanitarian assistance, and this could potentially distort markets.

The project built on lessons learned internationally but also built on UNIDO's previous work in Somalia. While the TVET component mirrors much of the development assistance provided by UNIDO previously, it is assessed there was some disconnect between the training provided and the more ambitious approach of the project to enable a business environment. Conversely the Value chain studies did prove, and continue to be, useful to the EDUs. It is found that gender inclusiveness and even mainstreaming is a strength of the project though this remains more developed currently than the project's youth strategy.

Drivers of change were not created by the project; they were to a large extent already in place with a resilient and capable small-scale private sector and a more stable government looking to the future. The project has however, been able to capacitate those existing drivers towards some transformation. Changes in attitude relating to self-sufficiency, enhanced confidence and increased aspirations were the result.

While Agro-tech performed very well creating the basis of much further assistance and enabling UNIDO to effectively integrate its ISID approach into the broader development agenda, barriers do remain, and they are not insignificant.

Security does remain a genuine risk, not only regarding opportunistic attacks, but potentially on the broader stability of the Government. More rural areas remain a challenge not just regarding security but also with respect to reported lower levels of literacy and capacity than, for example, Mogadishu.

Project partners including all stakeholders and direct beneficiaries are found to be fully committed to the project results, but turnover of Ministers and key national individuals will likely remain a challenge.

Ultimately, the follow-on phases (including potential ones) that resulted from the Agro-tech cover many, if not all of the limitations of the original project. Multiple recommendations that could be made are already covered in funded or proposed further phases. However, while additional donors and funding have come online, the budgets remain exceedingly modest and desired transformational change will require further phases of long-term support. This will ensure that implementation experience, opportunities for replication, as well as upscaling, sustainability and ultimately impact are not lost.

5.2 Recommendations

Recommendations below particularly relate to the broader programme approach of UNIDO in Somalia as it expands from the Agro-tech. Recommendations are derived from findings of the Agro-tech TE only but do need to consider, for example, the EU incubator project and the PSDP.

All recommendations are derived from consultation with stakeholders during the TE and in some cases individual recommendations were discussed and validated with stakeholders during the interviews.

Short to medium term recommendations to UNIDO

Especially relevant to UNIDO Directorates of SDG Innovation and Economic Transformation (IET) and Technical Cooperation and Sustainable Industrial Development (TCS).

1. UNIDO should commence discussions with additional donors to support and expand the groundbreaking work undertaken by the Country team in Somalia. This would include potential additional support to the PSDP through the country MPTF. This could help diversify donors and provide further opportunities for replication and upscaling and is intended to support the long-term support from the Italian Government. There are multiple reasons for this.

- (i) The wider potential applicability of the Agro-tech project approach unanimously reported by **all** stakeholders in Somalia. This includes all those interviewed from the Government, the DPs as well as the ITPO-Rome, and all stakeholders and beneficiaries.
- (ii) The strong potential interest already evidenced by agencies such as UNDP supporting an EDU, the WB and the IFC expressing interest in the projects approach with FIs, as well as the formal partnerships already established under the follow on from Agro-tech with FAO and the ILO.
- (iii) The fact the project has enabled UNIDO to specifically demonstrate its comparative advantage and assume the leadership role in advising private sector development in Somalia.
- (iv) Opportunities to enhance coherence and synergy with other related UNIDO interventions globally (one example is given below with food security).
- (v) Somalia is moving from a post-crisis to an early development phase and UNIDO is currently seen as the **lead development agency in Somalia**, beyond just the private

sector. This is an opportunity UNIDO could build on not just for the Agro-tech and subsequent support, but the long-term assistance that UNIDO has provided Somalia and East Africa generally. UNIDO is gradually scaling up assistance to Somalia as it is.

Long term recommendations to UNIDO

2. It is strongly recommended to undertake a full ex-post private sector development impact assessment following the implementation phase of the PSDP. This could potentially be funded by the PSDP project but must also incorporate the activities undertaken in the EU incubator project as well as other broadly related activities like the WB Gargaara project. It is not recommended that it form an adjunct to the Terminal Evaluation of the PSDP as it should focus on all related activities undertaken by all DPs and will likely focus heavily on wider socio-economic impacts and should include investment promotion and financial sector components of interest to, for example, the WB, the IFC and the ITPO. The success of the Agro-tech methodological and inbuilt sustainability approach will be of interest to UNIDO private sector development globally, donors, and **could inform further UNIDO thematic evaluations in late post-crisis/early development.**

- (i) It was widely reported the EDU approach works and lessons learned from Iraq and now Somalia could form an additional entry point for UNIDO in early post-crisis development, especially in private sector development. It could also form the opportunity for development partnerships as evidenced by Somalia. **The opportunity to learn lessons from the independently assessed success of the Agro-tech should not be lost.**
- (ii) There are some existing indicators already established by the IRPF which are relevant to the impact evaluation. These include job creation and enhanced inclusion in value chains, development of production including diversification, new technologies and practices, the adoption of new standards policies and guidelines, enhanced collaboration and financial investments, economic gains (both domestic and export) and changes in product value. Behavioral change looking broadly at KASA would be essential to understand as it is a prerequisite to sustainability and impact. There are, however, a significant additional number of indicators that will be of relevance.

Medium term recommendations to the PSDP Project

It is understood UNIDO is already commencing work on these. However, these derive from findings of the Agro-tech TE and were a broadly identified need looking forward at the time of the evaluation.

- 3. Continue to develop a pilot focus on food safety systems.** There are multiple justifications for this beyond just very specific relevance to work undertaken to date.
- a. It further builds on UNIDO's comparative advantage and experience as evidenced, for example, in The Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID).
 - b. It can build on the UNIDO value chain analyses already undertaken in the agro-industry sector in Somalia.
 - c. It requires the development of productivity standards, quality control and compliance systems and organizations not yet in place in Somalia but ultimately

desired by the MOCI and the private sector for domestic markets, potential export and overall productive sector development.

- d. It provides good opportunities for women and youth employment.
- e. It has considerable direct health benefits.

4. Continue the work commenced on a programme focused M&E

- f. Further develop a Theory of Change that combines the main anticipated results of both the PSDP, and the EU incubator projects (and others if relevant). This will also incorporate anticipated results of the ILO, FAO and UNDP. Development of the ToC should specifically link to the prerequisites and assumptions necessary for behavioral change. It is a consultative process.
- g. Attempt to synergize the key indicators as an output of (i) above and develop data collection methodologies including the EDUs. This is the basics of a Monitoring and Evaluation System, and some higher-level Impact indicators exist under the IRPF and project documents. Periodic monitoring, for example quarterly or biannually, would also allow for trend based analysis.

5.3 Lessons learned and good practices

- In an early development phase, it is suggested that UNIDO can swiftly leverage its comparative advantage in developing productive relationships with the private sector. For this to happen, however, it is dependent on several factors.
 - Applying pragmatic lessons learned from previous similar interventions
 - The capacity, dynamism and willingness of the private sector as well as the public sector
 - Institutionalizing PSD in a holistic manner involving all parties, responding to already identified need and implementing through national project partners, ideally independent business service providers such as the EDU.

ANNEXES

ANNEX 1: Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

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

UNIDO ID: 170097

PROJECT BACKGROUND AND CONTEXT

1. Project factsheet³⁵³⁶

Project title	Agro-technology development for economic growth in South and Central Somalia
UNIDO ID	170097
Country (ies)	Somalia
Project donor(s)	Italian Agency for Development Cooperation on behalf of the Ministry of Foreign Affairs and International Cooperation of the Italian Republic – Directorate General for Development Cooperation
Project approval date/GEF CEO endorsement date	09.05.2018 plus addendum for additional UNDP contribution on 2-4 December 2020.
Planned project start date (as indicated in project document/or GEF CEO endorsement document)	November 2017, upon arrival of funds
Actual project start date (First PAD issuance date)	29.08.2018 (Actual activities started on Jan 1 st , 2019)
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	31.10.2020
Actual project completion date (as indicated in UNIDO ERP system)	31.12.2021
Project duration (year): Planned: Actual:	2 years and 2 months 01.11.2017 - 31.12.2019 (26 months) 1.01.2019 - 31.12.2021 (36 months)
Implementing agency (ies)	UNIDO
Government coordinating agency	Ministry of Commerce and Industry of the Federal Government of Somalia
Executing Partners	Jubaland State Ministry of Commerce and Industry South-West State Ministry of Commerce and Industry Somalia Chamber of Commerce & Industry Jubaland Chamber of Commerce & Industry South-West State Chamber of Commerce & Industry
Donor funding	EURO 3,171,200 (Italy/AICS + UNDP)
UNIDO input (in kind)	-
Co-financing at CEO Endorsement, as applicable	-
Total project cost, excluding support costs	EURO 2,973,738 (Italy + UNDP)
Mid-term review date	
Planned terminal evaluation date	

Source: Project document, UNIDO database

³⁵ Data to be validated by the Consultant

2. Project context

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

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

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

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

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

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

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

Particularly in Somalia, while primarily working throughout northern Somalia (Somaliland) and in Kismayo (Juba-land), UNIDO's technical assistance interventions have focused on:

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

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

Emphasis in the project implementation has been also provided in supporting labour force responding to needs of the market with market based vocational and technical skills trainings to feed the growing needs of the local SME sector identified by 3 detailed value chain skill gaps analysis assessment (agriculture, fishery and livestock) undertaken by the project team and national sector expert identified in the government, private sector, development field and academia.

In conclusion, 1/3 of the project budget have been allocated to the setup of 2 credit facilities to facilitate access to finance to project supported entrepreneurs has also be established and deployed within the framework of the project: a Credit Facility for SMEs of 800,000 Euro (loans between USD 5,000 and USD100,000) and the Micro-finance fund of 200,000 Euro (microcredit loans between USD 500 and USD5,000). On top of this, in 2021, UNDP funds UNIDO to set up a third facility to offer financial assistance to EDU's supported SME of a 4th Enterprise Development Unit, established by a separate UNIDO project (PROJECT ID 190362 - Productive sector development joint Programme) in Beledwyne. The additional funding helped establish a Credit Facility for SMEs of USD 187,000 (loans up to USD25,000). This additional 3rd facility was funded by UNDP through a UN2UN agreement bases on a UNIDO assessment of their de facto inability to set-up a facility on their own, and recognition of the good work executed by UNIDO in this field of operations.

In January 2021, the government requested Italy to provide UNIDO with additional funds for technical and financial assistance for SMEs to be earmarked in the UN-MPTF to productive sector development joint Programme activities implemented by UNIDO and set to expand with 2 new EDUs a network of 4 EDUs (with the fourth EDU established within the PSDP in December

2020) and add additional financing to the credit facility working in parallel to the project intervention at support to the EDU network. As of Jan. 1st. 2022, the PSDP project will be responsible for the administration and the continue technical and financial support of the EDU network of 6 EDUs and their beneficiaries SMEs for a min. period of 18 months, subject to extension. The support of UNIDO to the component of access to finance has been also expanded with additional USD0.5 m. booked within the Italy PSDP contribution, Euro 1 m returning from the fund manager in Somalia (IBS Bank) to UNIDO by the end of the year, and USD 187,000 also return to UNIDO in Feb. 2022, and additional contribution of USD 0.5 m by UNDP to further support UNIDO intervention in this field. At the time when this TOR was drafted it has been agreed that the returning funds from IBS and the additional funds from UNDP would be transferred into a new project vehicle, currently under formulation, and specifically tasked to operate credit facility for SMEs.

Project objective and expected outcomes

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

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

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

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

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

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

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

Component 5 Project independent evaluation (output 5)

Key Expected Result Areas	
Description	Units
Fully operational Enterprise Development Units (EDUs) established to provide enterprise management trainings, business counselling, organize vocational trainings, business match-making, technology tie-ups, etc.	3
Provide enterprise management trainings to potential entrepreneurs/ entrepreneurs through the EDUs.	300
Provide business counselling services to potential entrepreneurs/ entrepreneurs through the EDUs.	240

Key Expected Result Areas	
Provide vocational trainings to youth and women	600
Institutional capacity building programs to train stake-holder officials. (No. of Individuals trained)	45
Number of staff trained on enterprise development (Master-trainers)	15
Number of staff trained on Agro-technology, business, financial and investment promotion & counselling	15
Amount lent or allocated as guarantee for project supported MSMEs	1 million Euro
# Of MSMEs supported on JV and TTs	60
# Of study tours organized	5

Project implementation arrangements

A national **Project Steering Committee (PSC)** have been established and assigned with the overall responsibility to provide strategic guidance and oversight to the programme. The PSC have been tasked to reviewed progress against target and making sure that the project is well set towards achieving the desired objectives. As per project document, it was set to meet on a 12-monthly basis, but the PSC is convened almost regularly every 6 months to guide and mentor the project implementation. Only the last PSC meeting in 2021, was yet to be held, and planned to be organized before the end of the project, conditional the political stability in the country and the conclusion of the elections.

The PSC has been always co-chaired by H.E. the Minister of Commerce & Industry of the FGS, or a delegated representative of the Minister, a representative of AICS Somalia (the Director of the AICS Somalia office) and a senior staff member of UNIDO (the PM and UNIDO Somalia OiC). The other members of the PSC include one representative (generally the Director Generals) of each Federal Member State in Jubaland and South West State Ministry of Commerce & Industry and 1 representative from each EDU (Head of the EDU). Minutes are signed by the representatives of FGS- MoCI, Italy and UNIDO only.

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

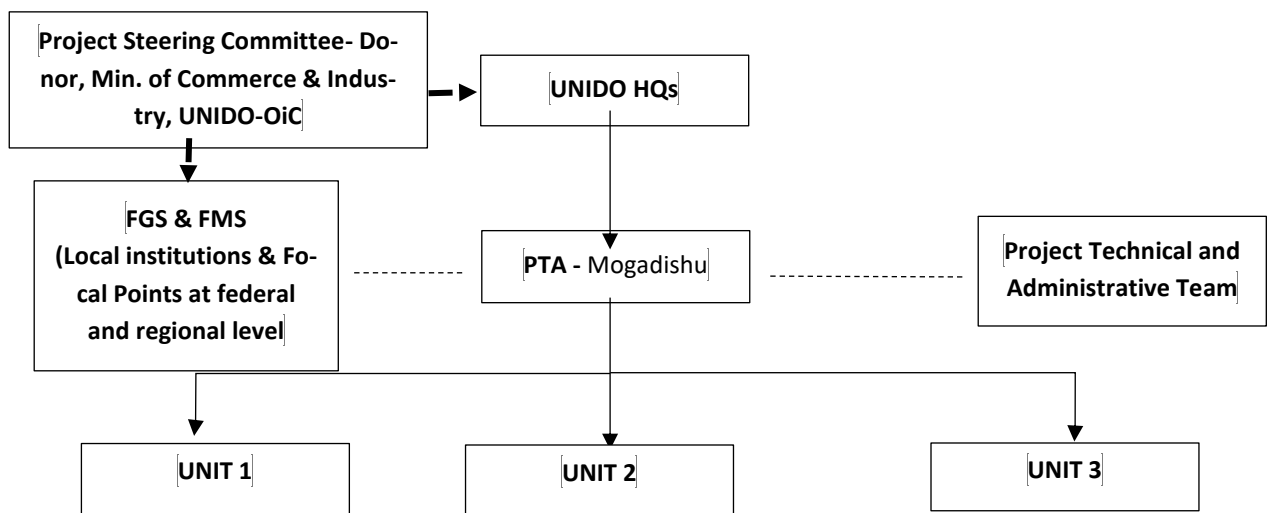
During the first PSC meeting held in July 9th 2019, it was assessed necessary to establish a technical working group that would support the project team in the implementation and coordination at federal member states level of all project activity. The PAU was set to meet on a need bases and ahead of each PSC. The PAU consists of the State level DG of MoCI, Head of the EDU, and a representative from the Chamber of Commerce and Industry. The objective of the PAUs is to support the PMU in the implementation of the project, ensuring information sharing among PMU and government institutions at all times. The PAU is chaired by FGS-MoCI Director General and supported by the UNIDO national coordinator. It will be attended by all head EDUs, FMS-MoCIs Director General.

Program Steering Committee

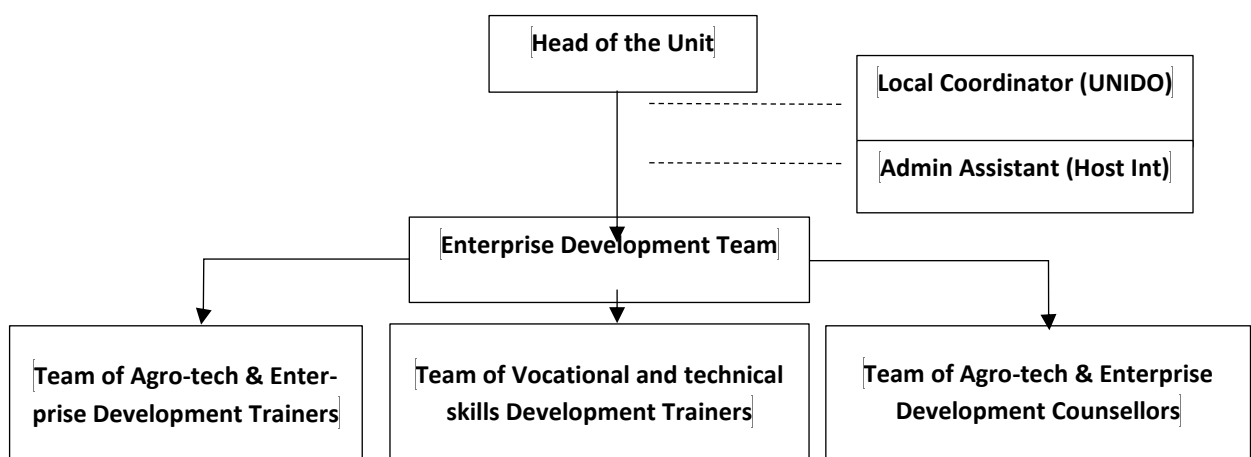


To achieve the objectives outlined, the project activities are carried out by a Project Management Unit in Mogadishu headed by the Chief Technical Advisor (CTA), supported by Project Technical and Administrative team based out of Mogadishu/Vienna/as and where, located to carry out monitoring, mentoring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

Organizational structure of the project



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



- **HQ – UNIDO:** The Head Quarters in Vienna will monitor and support all project activities and resources based on the defined project requirements, scope and objectives.

- **Project Chief Technical Advisor:** A project chief technical advisor to provide local support to manage activities, resources, equipment and information, and report back to the Head Quarters in Vienna. The chief technical advisor will also be liaising with the technical teams of the main government counterpart and donor on a regular basis to communicate the project status and progress. This project chief technical advisor will also support UNIDO in liaising for UNCT in Somalia and the FGS and FMS for UNIDO related activities and other programming initiatives.

- **Project Technical Team:** A project enterprise development specialist have been in charge of shaping the structure of the EDUs and set-up the Trainings of Trainers, Counsellors and experts (in the scaling-up phase) as well as provide technical support by overseeing the technical disciplines involved in the project including the procurement and use of adequate equipment and vocational and skills training to meet with the technical requirements for fulfilling the project objectives; a project investment promotion specialist plays the role of facilitating technology transfer, international match-making , support in equipment sourcing etc. A national project coordinator oversees all the project execution plans, coordinates with the field teams of local coordinators and liaise with project stake-holders.

Main findings of the Mid-term review (MTR)

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

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

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

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

The original programme document had been developed in early 2020 and help guiding the implementation of a first round of activities between Sept. 2020 and Feb. 2022. During this ongoing programme phase 1, the PSDP team, funded by Italy with USD2mln has been able to demonstrate a compelling need to further support Somalia productive sectors development in the framework of this joint programme. As a result of that, following a decision of the 2nd meeting of the Programme Steering Committee, held on July 7th, 2021, the PSDP team has been tasked to undertake

an overall programme document revision which has resulted in the formulation of the PSDP programme document is its current version (*Version: PSDP Somalia Programme Document - September 2021*).

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

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

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

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

- Conduct Training of Trainers on Entrepreneurship Development to create team of trainers in Galmudug and Puntaland, while reinforce the existing team of trainers in Mogadishu, Kisimayo, Baidoa and Beletweyne.
- Conduct Training of Business Counsellors to create team of business counsellors for EDU Galmudug and Puntaland, while reinforce the existing team of counsellors in Mogadishu, Kisimayo, Baidoa and Beletweyne.
- Conduct Training on Project Feasibility study using COMFAR software for participants from all the six regions where EDUs are located to develop their skill-sets to prepare project feasibility reports.
- Two new Enterprise Development Units (EDUs) to be established in the States of Galmudug and Puntaland to be hosted by the Chamber of Commerce & Industry and continue support to the existing four EDUs.
- The team of trainers from newly established EDUs in Galmudug and Puntaland will conduct 6 nos. of Training of Entrepreneurs (ToEs) each to train minimum 120 nos. of potential entrepreneurs/existing enterprises each.
- The existing four EDUs in Mogadishu, Kisimayo, Baidoa and Beletweyne will conduct 4 nos. of Training of Entrepreneurs (ToEs) each to train minimum 80 nos. of potential entrepreneurs/existing enterprises each.
- Each of the EDUs will provide business counselling to at-least 40% of the participants trained in ToEs.

- Support EDU network attending 2 in-person business matchmaking events internationally. The project will only sponsor the travel of max 2 SCCI/EDUs and/or government officials per delegation.*
- Facilitate the organization of a Somali business and trade forum in Mogadishu.*

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

In addition to this, the funding returning to UNIDO from the credit facility deployed and managed by IBS Bank, are going to be allocated to a new project, purposely established, to continue providing access to finance for Somali SMEs supported by the EDUs network.

Budget information

Table 1. Financing plan summary – output components breakdown

Project components	Italy (EUR)	UNDP (EUR)	~Total (EUR)
Output 1	1,095,603		1,101,738
Output 2	342,525		430,000
Output 3	226,191		232,000
Output 4	1,119,418	160,000	1,279,418
Output 5	20,000		20,000
Support Costs (7%)	196,263	11,200	207,462
Total (EUR)	E. 3,000,000	USD 171,200	E.3,171,200

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (EUR)
Somali Chamber of Commerce and Industry	35250 USD	50925 USD	86175 USD
Total Co-financing			

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

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4	Total expenditure (at completion)		Total allocation (at approval)	
						(EUR)	%	(EUR)	%
11-00	International Experts and UNIDO Technical Service		169,829	185,491	120917	476,237	18	693,000.00	22.63
15-00	Local Travel		15,234	12,468		27,702	1	55,000	1.83
16-00	UNIDO Monitoring			1,102		1,102	1	55,000.00	1.83
17-00	National Experts		69,412	66202	8266	143,880	0.04	5,000.00	0.16
21-00	Sub-Contracts (Credit facility, communication and security)		58,343	1,370,843	87,884	1,517,069	57	1,176,000	39
30-00	Training (ToT, ToC, ToE, Counseling hours, MSMEs financing, Study Tours, Forum)		52,197	168,569	15,994	236,760	9	370,000	12

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4	Total expenditure (at completion)		Total allocation (at approval)	
						(EUR)	%	(EUR)	%
43-00	Premises		3,075	98,409		101,484	4	78,000	3
45-00	Equipment (Office & Training equip., toolkits, etc.)		21,977	33,684	23,594	79,254	3	55,000	2
51-00	Sundries (security, advocacy, comms, office running costs, vehicle rental)	5,417.31	9,978	44,873	1,6489	61,917	2	17,738	0.6
	Independent Evaluation				20000	20,000		20,000	
	Agency Support Cost	19262				196,262	7		
Total		5,417		169,829	185,491	120,9167	476,237	3,000,000	

Source: Project document and UNIDO Project Management ERP database as of 10/09/2021

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

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		EUR	%	EUR	%
1	Output 1	1,101,738	37%	1,095,603.00	35%
2	Output 2	438,000	15%	342,525.00	11%
3	Output 3	232,000	7%	226,191.00	7%
4	Output 4	1,180,000	34%	1,279,418.00	35%
5	Output 5	12,000.00	>1%	20,000.00	1%
	Support Costs	207,462	7%	207,462	7%
	Total	E.3,171,200	100%	E.3,000,000	100%

Source: Project document and UNIDO Project Management ERP database as of 29/10/2021

I 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 January] 2019 to the estimated completion date in [December 2021].

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.

IA Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy³⁷, and the UNIDO [Evaluation Manual](#). It will be conducted as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be consulted throughout the process. The evaluation team leader liaises with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach³⁸ and mixed methods to collect data from a range of sources and informants. It will pay attention to triangulating the data collected before forming its conclusions. 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 programme or project outcomes. The learning from this analysis will be used for the design of future projects and should enable the programme management team to use the theory of change for an effective, results-oriented approach.

IB Data collection methods

Following are the main instruments for data collection:

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

³⁷ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

³⁸ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

- (c) **Field visit** to project sites in Somalia, limited to only a national evaluator³⁹.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods: will be used to the extent possible.

IC Key Evaluation Questions and Criteria

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

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

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Coherence	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes Yes

³⁹ If security conditions permit, the national evaluator should visit the EDUs. Otherwise, the evaluation team will conduct online interviews with EDU staff and some beneficiaries. This part of the evaluation can be omitted if local conditions are not conducive to field visits.

#	<u>Evaluation criteria</u>	<u>Mandatory rating</u>
3	• Results-based Management (RBM)	Yes
E	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	Overall assessment	Yes

Performance of partners

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

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

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

- Need for follow-up:** e.g., in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards⁴⁰:** 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.

Rating system

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

⁴⁰ Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf

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).	

II Evaluation process

The evaluation will be conducted from [October 2021 to December 2022]. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

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

III Time schedule and deliverables

The evaluation is scheduled to take place from [October 2021 to December 2021]. The evaluation field mission is tentatively planned for November 2021 and executed in remote with the support of the project team and the national evaluator. At the end of the field mission, the evaluation team will present the preliminary findings for key stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission (done in remote), the evaluation team leader will debrief UNIDO HQ through a presentation of the preliminary findings of the terminal evaluation. The draft TE

report will be submitted 4 to 6 weeks after the briefing session. The draft TE report is to be shared with the UNIDO Independent Evaluation Division, UNIDO Project Manager (PM), 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 ODG/EIO/EID standards.

Table 7. Tentative timelines

Timelines	Tasks
Mid October 2021	Desk review and writing of inception report
End of October 2021	Online briefing with UNIDO project manager based in Mogadishu, Somalia
November 2021	Online interviews, surveys and focus group meetings as travel in not possible.
End of November 2021	Online debriefing - Preparation of first draft evaluation report
Early December 2021	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
Mid December 2021	Final evaluation report

IV Evaluation team composition

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

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

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

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

An evaluation manager from UNIDO Independent Evaluation Division 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.

V 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 team members, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report focuses on: preliminary project theory model(s); the evaluation methodology including quantitative and qualitative approaches through an evaluation framework (evaluation matrix”); division of work between 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 timetable⁴¹.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Division (based on the report outline in Annex 3) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Division for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. 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 consider 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 Division.

VI Quality assurance

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure

⁴¹ The evaluator should consult the Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.

that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will circulate it within UNIDO together with a management response sheet.

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT

Title:	International Evaluator, Team Leader
Main Duty Station and Location:	Home-based
Missions:	No missions planned due to COVID-19 restrictions
Start of Contract (EOD):	February 2022
End of Contract (COB):	May 2022
Number of Working Days:	45 working days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

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

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

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

ogies. It is also, in collaboration with ODG, responsible for developing innovative technical cooperation concepts, identifying new sources and means of finance and entering into new partnerships with a broad range of relevant stakeholders.

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

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

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

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:

1. DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Deliverables	Duration	Location
1. Literature Review - project documentation and relevant national policy and strategy docu-	<ul style="list-style-type: none"> • Evaluation questions • Stakeholder list • Suggested project sites 	7 days	Home-based

MAIN DUTIES	Deliverables	Duration	Location
<p>ments as well as relevant UN strategies and general economic and sectoral data)</p> <ul style="list-style-type: none"> - determine key data to be collected in the field - map stakeholders and project visit sites 			
<p>2. Methodology – done in collaboration with National Evaluator</p> <ul style="list-style-type: none"> - Prepare theory of change - Prepare field work schedule - Prepare a questionnaire - Prepare the Inception Report 	<ul style="list-style-type: none"> • Draft Inception Report • Evaluation Matrix • Theory of Change for clearance by the Evaluation Manager • Data collection instruments (survey questions; interview protocols) 	4 days	Home based
<p>3. Meeting on the scope of the evaluation with the Evaluation Manager, project management team and other stakeholders at UNIDO HQ.</p>	<ul style="list-style-type: none"> • Draft Inception Report • Proposed evaluation schedule • Feedback on the Inception Report • Final Inception Report 	4 days	Online
<p>4. Online Interviews</p> <ul style="list-style-type: none"> - In partnership with the National Evaluator conduct interviews with key stakeholders in the 3 to 4 project sites - Administer the survey 	<ul style="list-style-type: none"> • Interviews with relevant project partners, support institutions, target groups • Survey administered • Presentation of emerging findings, conclusions, and recommendations to stakeholders in the country at the end of the mission • PowerPoint Presentation • Feedback from stakeholders in the field 	14 days	Home-based, done online

MAIN DUTIES	Deliverables	Duration	Location
5. Present preliminary findings and recommendations to key stakeholders at UNIDO HQ and Somalia	<ul style="list-style-type: none"> • PowerPoint Presentation • Feedback from stakeholders obtained and discussed 	1 day	Online
6. Evaluation report <ul style="list-style-type: none"> - Structure and content of the evaluation report and distribution of writing tasks - Analyze survey and interview data - Share draft report for fact-checking and comments 	<ul style="list-style-type: none"> • Draft evaluation report. 	10 days	Home-based
7. Revised Evaluation Report <ul style="list-style-type: none"> - Revise the draft evaluation report based on comments from Evaluation Manager, project management team, and selected stakeholder. - Prepare infographic - Submit final report and Infographic 	<ul style="list-style-type: none"> • Final evaluation report • Infographic 	5 days	Home-based
	TOTAL	45 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making

Education:

Advanced degree in economics, development studies or related areas

Technical and functional experience:

- Minimum of 15 years' experience in project management and/or evaluation (of development projects)
- Knowledge of Somalia, entrepreneurship development and skills development

- Knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in post-conflict developing countries and Somalia.

Languages:

Fluency in written and spoken English is required.

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

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

Title:	National Evaluator
Main Duty Station and Location:	Home-based
Mission/s to:	COVID-19 restrictions permitting, some internal travel might take place ⁴²
Start of Contract:	February 2022
End of Contract:	May 2022
Number of Working Days:	45 days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

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

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

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

⁴² This will be decided in consultation with national partners and with the permission of national authorities and the prevailing practice recommended by the UN Resident Coordinator and the UN Security Coordinator.

ogies. It is also, in collaboration with ODG, responsible for developing innovative technical cooperation concepts, identifying new sources and means of finance and entering into new partnerships with a broad range of relevant stakeholders.

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

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

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

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:

1. DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<p>Adjusted table of evaluation questions, depending on country specific context;</p> <p>Draft list of stakeholders to interview during the field missions.</p> <p>Identify issues and questions to be addressed by the local technical expert</p>	7 days	Home-based
<p>Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<p>Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</p> <p>Guidance to the national evaluator to prepare output analysis and technical reports</p>	4 days	Home-based
<p>Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<p>Present inception report</p> <p>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</p> <p>Division of evaluation tasks with the National Consultant.</p>	1 day	Home-based
<p>Conduct data collection activities (surveys, interviews, focus group discussions)</p>	<p>Conduct meetings with relevant project stakeholders, beneficiaries,</p>	14 days	Home Based and on mission

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

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism

Core competencies:

1. Results orientation and accountability
2. Planning and organizing

- | | |
|--|----------------------------|
| 3. Respect for diversity | 3. Communication and trust |
| 4. Team orientation | |
| 5. Client orientation | |
| 6. Organizational development and innovation | |

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in economics, development studies or other relevant discipline like business administration of sociology with a specialization in skills development.

Technical and functional experience:

- Exposure to the needs, conditions and industrial development challenges in Somalia is a requirement.
- Knowledge and experience in the entrepreneurship development is a requirement.
- Familiarity with the institutional context.

Languages: Fluency in written and spoken English is required.

Absence of conflict of interest:

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

- Minimum of 7 years' experience in evaluation of development projects and programme
- Good working knowledge of Somalia
- Experience in the evaluation of UN projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

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

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

REQUIRED COMPETENCIES

Core values:

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

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

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

Core competencies:

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

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

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

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

Annex 2: Project Logical Framework

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female
Outcome 1 <i>Support the introduction of modern of agro-technology and the development of entrepreneurial capacities in the Southern and Central regions of Somalia by particularly enhancing the potential for adopting new agro-technologies stimulate investments, fostering economic opportunities and creating job creation.</i>			30/06/2020	# of jobs created	N/A	N/A	750	150
				USD of investment generated	N/A	N/A	USD 20 mln	N/A
	Output 1.1 Functional institutional capabilities to support the promotion of agro-technology modernization, delivery of entrepreneurship development and vocational/technical skills trainings, and promotion of investments;		30/06/2020	# of agro-technology and enterprise development UNITs established and functional	N/A	N/A	3	N/A
		Activity 1.1.1 Conduct assessment of South and Central Somalia productive sectors performance and opportunities and workforce skills gap analysis (inception)		Assessment of South and Central Somalia productive sectors performance and opportunities and workforce skills gap analysis conducted (YES/NO)	NO	N/A	YES	N/A
		Activity 1.1.2 Identification of institutions capable of hosting the agro-technology and enterprise development units in each state (inception)		# of institutions to partner with the project	N/A	N/A	3	N/A
		Activity 1.1.3 Selection of the institution to host the units as well as counterpart staff (15-20 per unit) to be trained as trainers and 69 counselling (inception) and organization of awareness seminar for stakeholders (public and private) to explain the scope of technical assistance under the project		# of counterpart staff to be trained (min. number)	N/A	N/A	45	9

Results						Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female	
		Activity 1.1.4 Establishment of unit including office facilities (inception)		# of units established in Somalia	N/A	N/A	3	N/A	
		Activity 1.1.5 Organization of training of trainers programme in enterprise development for 5 UNIT staff per state		# of staff trained on enterprise development	N/A	N/A	15	3	
		Activity 1.1.6 Organization of training of trainers programme on selected technical and vocational skills for 5 UNIT staff per state		# of staff trained on technical and vocational skills development	N/A	N/A	15	3	
		Activity 1.1.7 Organization of training in agro-technology, business, financial and investment promotion counseling for 5-10 UNIT staff per state		# of staff trained on agro-technology, business, financial and investment promotion 70 counselling	N/A	N/A	15	3	
		Activity 1.1.8 Strengthening the capabilities of UNITs staff in agro-technology promotion, enterprise upgrading, enterprise establishment, project appraisal techniques and skills development.		Capacities of units are strengthen (Yes/No)	NO	N/A	YES	N/A	
	Output 1.2 Improved performance, including promotion of new agro-technologies, access to new markets, for existing and new MSME		30/06/2020	Units are delivering project supported services	NO	N/A	YES	NO	
		Activity 1.2.1 Promotion of units services through local media channels, social media and seminars		# Communication strategy designed and implemented (1 per unit)	N/A	N/A	3	N/A	
		Activity 1.2.2 Identification of around 100 potential or existing entrepreneurs to be supported by each UNIT		# of potential or existing entrepreneurs to be supported	N/A	N/A	300	60	

Results						Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female	
		Activity 1.2.3 Training of entrepreneurs on agro-technology upgrading and enterprise development		# of potential or existing entrepreneurs trained	N/A	N/A	300	60	
		Activity 1.2.4 Assistance in technology tie-ups, equipment selection, etc.		# of potential or existing entrepreneurs counsellors on technology tie-ups, equipment selection, etc.	N/A	N/A	240	48	
		Activity 1.2.5 Assistance in the preparation of at least 25 business plans (per UNIT)		# of business plans prepared (gender indicator as female entrepreneurs with business plans supported by unit)	N/A	N/A	75	15	
		Activity 1.2.6 Continuous mentoring support to UNIT supported entrepreneurs		# of counselling hours (gender indicator as female entrepreneurs receiving counselling)	N/A	N/A	1200	240	
		Activity 1.2.7 Assistance in complying with national legal and administrative procedures		Units are facilitating compliance with national and legal administrative business procedures	NO	N/A	YES	N/A	
		Activity 1.2.8 Organization of study tours/country promotion workshops and forum to promote foreign partnerships among project supported entrepreneurs		# of study tours organizes	N/A	N/A	5	N/A	
		Activity 1.2.9 Support (joint venture negotiation, technology transfer) in the implementation of upgrading plans for at least 20 enterprises requiring foreign partnerships.		# of MSMEs supported on JV and TTs	N/A	N/A	60	12	

Results						Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female	
	Output 1.3	Increase in the number of sustainable jobs generated through vocational and technical skills development trainings in the MSMEs sectors		30/06/2020	Units are facilitating access to vocational and technical skills development trainings	NO	N/A	YES	N/A
		Activity 1.3.1 Conduct local assessments of market-based skills needed to be developed		Assessment on local market-based skills in need to be developed available (YES/NO)	NO	N/A	YES	N/A	
		Activity 1.3.2 Define list of vocational and technical skills trainings to be supported by the project		List of vocational and technical skills trainings to be supported by the project available (YES/NO)	NO	N/A	YES	N/A	
		Activity 1.3.3 Define curriculum and methodology of delivery of project supported vocational and technical skills trainings (training manuals)		Curriculum and methodology of delivery of project supported vocational and technical skills trainings available (YES/NO)	NO	N/A	YES	N/A	
		Activity 1.3.4 Define guidelines of cooperation of the vocational and technical skills trainings with the UNITS		Cooperation guidelines available (YES/NO)	NO	N/A	YES	N/A	
		Activity 1.3.5 Procure equipment to deliver vocational and technical skills trainings with the UNITS		Equipment delivered (YES/NO)	NO	N/A	YES	N/A	
		Activity 1.3.6 Promotion of vocational and technical skills trainings through local media channels, social media and seminars		Communication strategy implemented (YES/NO)	N/A	N/A	3	0	
		Activity 1.3.7		# of people identified to be trained (% Male / Female)	N/A	N/A	600	150	

Results					Base Line		Target	
Outcome	Output	Activity	Estimated Completion Date	KPI's / Indicators	Total	Female	Total	Female
		Identification of 200 individuals per project supported states to be trained on vocational and technical skills development and deliver trainings						
		Activity 1.3.8 Train workforce of selected project supported enterprises on advance technical trainings in the Agro-technology sector		# of people trained (%Male/Female)	N/A	N/A	600	150
	Output 1.4 Increase in the number of local enterprises accessing a project supported revolving fund financing scheme for upgrading/rehabilitation and/or starting new enterprises.		30/06/2020	USD amount lend or allocated as guarantee for project supported MSMEs	N/A	N/A	USD 1 m	20%
		Activity 1.4.1 Identification of a suitable financial intermediary in consultation with the stakeholders (inception)		Identification of revolving fund implementing partner (YES/NO)	NO	N/A	YES	N/A
		Activity 1.4.2 Develop/strengthen the capacity of the financial intermediary to administer and manage the fund, ensuring its revolving nature		Capacity of revolving fund implementing partner developed (YES/NO)	NO	N/A	YES	N/A
		Activity 1.4.3 Monitor and support the implementation of the revolving fund		Monitoring systems available (YES/NO)	NO	N/A	YES	N/A
	Output 1.5 Project independent evaluation is undertaken		30/06/2020	Project independent evaluation report available	NO	N/A	YES	N/A

Annex 3: The evaluation Theory of Change

Introduction

A theory of change (TOC) is an *exploratory model that helps clarify the links between project activities and long-term objectives*. It is a useful management tool which encompasses a higher level of results-based management that focuses on the affects and impacts of activities rather than simple reporting against the activities themselves. (An example would be traditionally reporting the number of attendees at meetings and how many meetings were held during the life of a project). It is an important M&E tool as during external evaluations evaluators typically develop a TOC that is verified and amended in consultation with key project and project stakeholders.

Central to the development of a TOC is the identification of the conditions likely to bring about the behavioral changes required to achieve the long-term goal of the project and typically imply system transformations (Chen 1990; Mayne 2008). Consequently, this TOC attempts to examine how this project attempts transformation of the sector. TOCs also identify the critical assumptions made during project design and the extent to which project designers made provisions to *change and adapt to unexpected circumstance* during implementation (Folke et al. 2002; Levin 2003).

It is understood that sustainable transformation takes a long time to occur. The use of a theory of change in evaluation does not mean that the project is held accountable for transforming the system. System transformations take time and rarely do they take place within the life cycle of a project⁴³. The Project TOC is a *complementary tool to the project logical framework (LF)*. Project outputs from the LF are largely replicated in the TOC as is the anticipated ultimate impact of the project. Where the TOC differs from the LF is predominately in the areas of behavioral change (intermediate change 1) and direct benefits (Intermediate change 2).

Agro-technology development for economic growth in South and Central Somalia Theory of Change

The TOC allows greater consideration of whether and how outputs will lead to anticipated outcomes and impacts and allows greater focus on the necessary adoption of changes in behaviour to achieve these higher-level project objectives. This includes necessary stakeholder engagement, potential new knowledge, ability, skills and aspirations.⁴⁴

The Agro-tech project aims to foster agricultural and related business opportunities for the Somali private sector in in Kisimayo, Baidoa and Mogadishu. Operationally this is supported by three Enterprise Development Units (EDU) with institutional capacity building, technical, financial and knowledge transfer from UNIDO. The EDUs provide training and counselling to business-people and potential entrepreneurs, as well as support for the local private sector community with dedicated one-on-one support services necessary to start-up an enterprise, improve business operations, support technology tie-ups and investment promotion. A credit facility is also supported by the EDUs which enables MSMEs to access a project supported revolving fund

⁴³ PP8 UNIDO Independent Evaluation Division Office of Evaluation and Internal Oversight Independent Terminal Evaluation Indonesia SMART-Fish programme:

⁴⁴ UNIDO Result Monitoring and Reporting in AGR Annual Report and Beyond. (Presentation Michele Clara 17-Sep-2020)

Development Impact

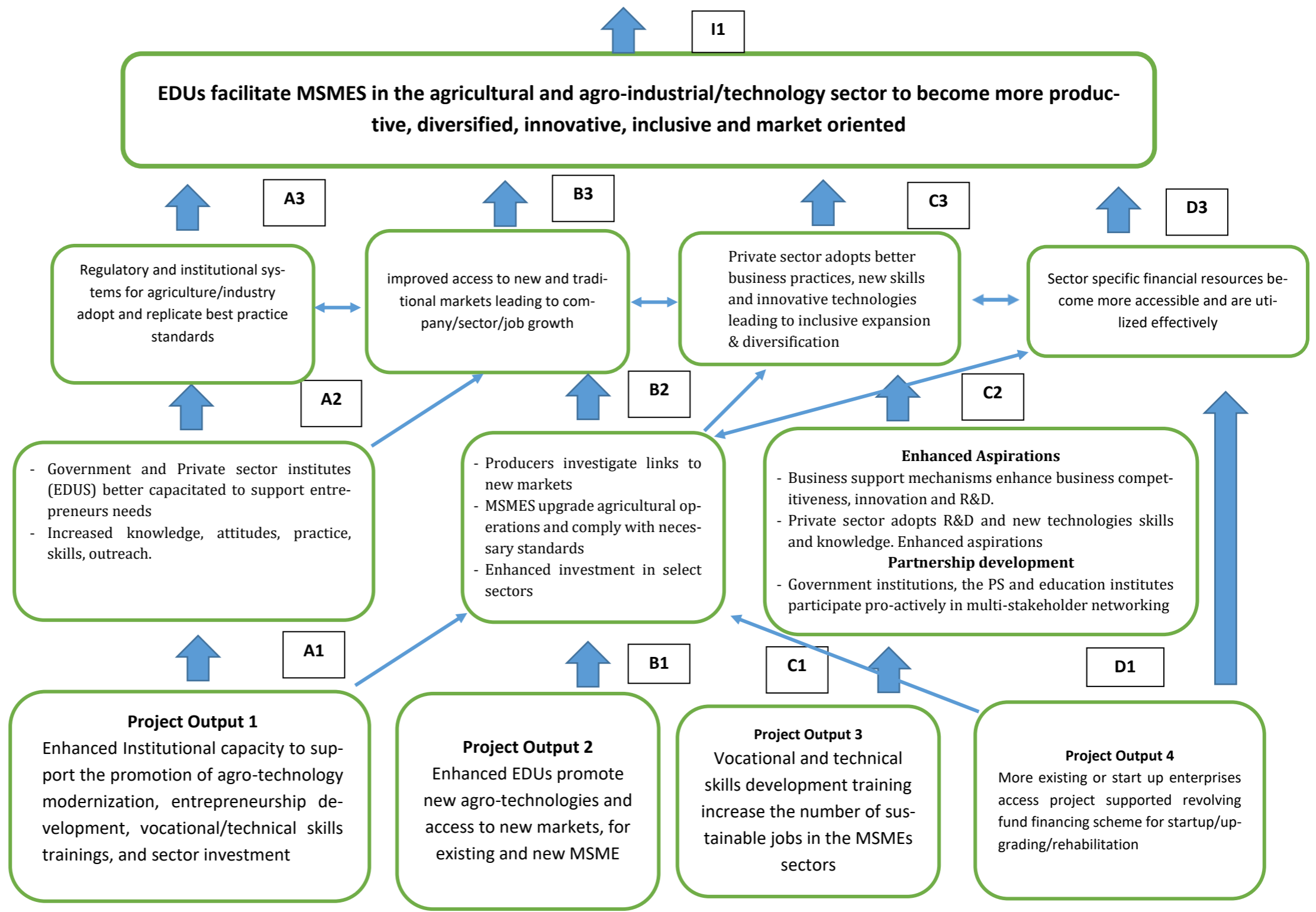
Main Outcomes

Intermediate Changes II (Direct benefits)

Intermediate Change I (Behavioral changes)
KASA-Includes reach and reaction

Project Outputs

Small scale industrial development and job creation in agriculture and agro-industry sectors in Central and South Somalia regions contributes to sustainable economic development, inclusive poverty reduction and social stability (ISID)



DRAFT ASSUMPTIONS AND PREREQUISITES AT THE OUTPUT, INTERMEDIATE CHANGE 1 & 2, OUTCOME AND IMPACT LEVEL

The TOC makes the following broad assumptions:

- It is possible to improve the sustainable management of agriculture and agro technology in a way that adds value, and any growth is inclusive.
- Sustainability and exit strategies are built into every project component from the outset
- Key barriers and drivers are identified.
- The agriculture-technology sector has comparative advantages.
- Additional domestic market opportunities exist/are identified.
- Growth is environmentally sustainable.
- The Government wishes to promote inclusive, equitable and sustainable development
- Key stakeholders perceive benefits from the expected transformation.
- The security and epidemiological situation remain manageable.

More specific assumptions and prerequisites are outlined below

A1:

- (i) Ability to implement official control systems, mechanisms and tools for VC compliance (including e.g. certification)
- (ii) Competent institutes human resource capacity sufficient for VC compliance and monitoring and VC development support

A2:

- (i) Relevant and effective UNIDO capacity building leads to institutional strengthening
- (ii) EDUS become functional, capable, and sustainable
- (iii) Regulatory frameworks developed and implemented during life of project
- (iv) Competent authority's willingness and capacity to enforce necessary compliance mechanisms

A3:

- (i) Enhanced capacities and KASA present the opportunity for replication and up-scaling
- (ii) Sustainability and exit strategies are built into project components from the outset (national ownership). Especially important regarding competent authorities.
- (iii) Extension and support services can be made effective

B1:

- (i) PS sees incentive and opportunity to change practice
- (ii) Consumers and markets care sufficiently about quality to influence production systems/markets

B2:

- (i) New/expanded market opportunities exist

- (ii) Producer/business associations and BDS (including academic) are effective and provide relevant support
- (iii) The returns from adopting good practices are positive, and encourage replication and upscaling

B3:

- (i) There are identified competitive market opportunities for domestic products
- (i) MSMES/Private sector have the human and financial resources to adopt better business practices
- (ii) Sector growth results in new and/or upgraded companies and employment generation (under a decent work framework)

C1:

- (i) Proactive business and R&D support mechanisms exist and/or develop
- (ii) Youth/women see sufficient incentive to become drivers of change

C2:

- (iii) Relevant partnerships are developed
- (iv) Educational/research institutes support new knowledge and curricula for the agro-tech sector
- (v) Multi stakeholder meetings are inclusive and results oriented (sufficient stakeholder engagement)

C3:

- (i) Actors along the whole value chain/s are willing to innovate and adopt new practice (farmers fishers, traders, buyers, processors, and exporters)
- (ii) New practices and technologies at farm, pre-processing and processing level are adopted
- (iii) Financial and human resources available for necessary VCD (new technologies and small-scale infrastructure)

D1:

- (i) Money is available

D3:

- (i) Revolving funds operate transparently and inclusively and are effectively monitored
- (ii) MSMES see incentive and opportunity to change traditional practice
- (iii) Funds become sustainable without project or donor assistance

Annex 4: Key evaluation questions and criteria

As per the UNIDO Evaluation Manual⁴⁵, the TE will report against ***ALL*** the areas below. All these areas will be considered during the evaluation process and will result from an analysis of triangulated data (primary, secondary data and quantitative and qualitative analysis) including UNIDO's own reporting and M&E). In addition, all data is supported by documentation.

Full evaluation criteria for the terminal evaluation

#	Overall Evaluation criteria
A	<p>Progress to impact</p> <ul style="list-style-type: none"> ✓ <u>Likelihood</u> to contribute to the expected impact ✓ Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place. ✓ <u>Mainstreaming</u>: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and project? ✓ <u>Replication</u>: To what extent the project's specific results (e.g. methodology, technology, lessons and etc) are reproduced or adopted ✓ <u>Scaling-up</u>: To what extent the project's initiatives and results are implemented at larger geographical scale? ✓ What difference has the project made to the beneficiaries? ✓ What is the change attributable to the project? To what extent? ✓ What are the social, economic, environmental and other effects, either short-, medium- or long-term, on a micro- or macro-level? ✓ What effects are intended or unintended, positive or negative? <p>The three UNIDO impact dimensions are:</p> <ul style="list-style-type: none"> ✓ <u>Safeguarding environment</u>: To what extent the project contributes to changes in the status of environment? ✓ <u>Economic performance</u>: To what extent the project contributes to changes in the economic performance (finances, income, costs saving, expenditure and etc.) of individuals, groups and entities? ✓ <u>Social inclusiveness</u>: To what extent the project contributes to changes in capacity and capability of individuals, groups and entities in society, including vulnerable groups, and hence generating employment and access to education and training?
B	Project design
1	<ul style="list-style-type: none"> • <u>Overall design</u> ✓ The problem, need or gap to be addressed by the project is clearly identified, with clear target beneficiaries? ✓ The project design was adequate to address the problems at hand?

⁴⁵ This is also in line with the UNIDO quality assurance framework to ensure Relevance, Technical design, Effectiveness, Sustainability, Scale-up, Impact, Efficiency, Implementation arrangements, Gender mainstreaming, Environmental and social safeguards & Progress/performance measurement and monitoring, reporting & evaluation systems. Pp 3 UNIDO QAF.

	<ul style="list-style-type: none"> ✓ Is the project consistent with the Country's priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies? ✓ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention? ✓ To what extent the project design (in terms of funding, institutional arrangement, implementation arrangement) as foreseen in the project document still valid and relevant? ✓ Does it include M&E plan and adequate budget for M&E activities? ✓ Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?
2	<ul style="list-style-type: none"> • <u>Logframe</u> ✓ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term change or benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional performance, do outputs describe deliverables that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence? ✓ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are they indicators sex-disaggregated, if applicable? Are the indicator SMART? ✓ Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion? ✓ Are key assumptions properly summarized and reflecting the proper level in the results chain in the logframe?
C	Project performance
1	<ul style="list-style-type: none"> • <u>Relevance</u> ✓ How does the project fulfil the urgent target group needs? ✓ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)? ✓ How does project reflect donor policies and priorities? ✓ Is the project a technically adequate solution to the development problem? Does it eliminate the cause of the problem? ✓ To what extent does the project correspond to UNIDO's comparative advantages?

	<ul style="list-style-type: none"> ✓ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context?
2	<ul style="list-style-type: none"> • <u>Effectiveness</u> ✓ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project? ✓ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? ✓ What are the reasons for the achievement/non-achievement of the project objectives? ✓ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness? ✓ To what extent is the identified progress result of the project attributable to the intervention rather than to external factors? ✓ What can be done to make the project more effective? ✓ Were the right target groups reached?
3	<ul style="list-style-type: none"> • <u>Efficiency</u> ✓ How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results? ✓ To what extent were expected results achieved within the original budget and timeframe? If no, please explain why. ✓ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost? ✓ What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets? ✓ Could more have been achieved with the same input? ✓ Could the same have been achieved with less input? ✓ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period. ✓ To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans? ✓ Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?
4	<ul style="list-style-type: none"> • <u>Coherence</u> ✓ The extent to which the project is a follow on and expansion to other interventions, including UNIDO, Government and Development Partners. ✓ The extent to which project outcomes are fully integrated into systems of governance.
5	<ul style="list-style-type: none"> • <u>Sustainability of benefits</u> ✓ Will the project results and benefits be sustained after the end of donor funding? ✓ Does the project have an exit strategy? ✓ To what extent the outputs and results have been institutionalized? <i>Financial risks:</i> ✓ What is the likelihood of financial and economic resources not being available once the project ends? <i>Socio-political risks:</i>

	<ul style="list-style-type: none"> ✓ Are there any social or political risks that may jeopardize the sustainability of project outcomes? ✓ What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? ✓ Do the various key stakeholders see that it is in their interest that project benefits continue to flow? ✓ Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? <p><i>Institutional framework and governance risks:</i></p> <ul style="list-style-type: none"> ✓ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? ✓ Are requisite systems for accountability and transparency and required technical know-how in place? <p><i>Environmental risks:</i></p> <ul style="list-style-type: none"> ✓ Are there any environmental risks that may jeopardize the sustainability of project outcomes? ✓ Are there any project outputs or higher level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?
D	Cross-cutting performance criteria
1	<ul style="list-style-type: none"> • <u>Gender mainstreaming</u> ✓ Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry? ✓ Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators? ✓ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project? ✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries? ✓ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? ✓ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?
2	<ul style="list-style-type: none"> ○ <u>M&E:</u> ○ M&E design ○ Was the M&E plan included in the project document? Was it practical and sufficient at the point of project approval? ○ Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results? ○ Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection;

	<ul style="list-style-type: none"> ○ Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Is the M&E plan consistent with the logframe (especially indicators and sources of verification)? ○ Does it allocate adequate budget for M&E activities? ○ M&E implementation ○ How was the information from M&E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? ○ Are annual/progress project reports complete, accurate and timely? ○ Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and ARAC EXEC CTTEE regularly ask for performance and results information? ○ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly? ○ Were resources for M&E sufficient? ○ How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Steering Committee...) to monitor progress towards expected outputs and outcomes? ○ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?
3	<ul style="list-style-type: none"> ○ <u>Results-based management (RBM)</u> <p><i>Results-Based work planning</i></p> <ul style="list-style-type: none"> ○ Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. ○ Are there any annual work plans? Are work-planning processes results-based? Has the logframe been used to determine the annual work plan (including key activities and milestone)? ○ Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start. <p><i>Results-based monitoring and evaluation</i></p> <ul style="list-style-type: none"> ○ Verify whether an M&E system is in place and facilitated timely tracking of progress toward project objectives by collecting information on selected indicators continually throughout the project implementation period; ○ Review the monitoring tool currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

	<ul style="list-style-type: none"> ○ Do project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? Is information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers regularly ask for performance and results information? <p><i>Results-based reporting</i></p> <ul style="list-style-type: none"> ○ Assess how adaptive management changes have been reported by the project management and shared with the PSC ○ Assess how well the Project Team and partners undertake and fulfil donor and UNIDO reporting requirements (i.e. how have they addressed delays or poor performance, if applicable?) ○ Assess how results and lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
E	Performance of partners
1	<ul style="list-style-type: none"> ○ <u>UNIDO</u> ○ Mobilization of adequate technical expertise for project design ○ Inclusiveness of project design (with national counterparts) ○ Previous evaluative evidence shaping project design ○ Planning for M&E and ensuring sufficient M&E budget ○ Timely recruitment of project staff ○ Project modifications following changes in context or after the Mid-Term Review ○ Follow-up to address implementation bottlenecks ○ Role of UNIDO country presence (if applicable) supporting the project ○ Engagement in policy dialogue to ensure up-scaling of innovations ○ Coordination function ○ Exit strategy, planned together with the government ○ Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. ○ To what extent the project has a proper and operational governance system (e.g. ARAC EXEC CTTEE with clear roles and responsibilities)? ○ Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? ○ The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?
2	<ul style="list-style-type: none"> ● <u>National counterparts</u> ✓ Design ○ Responsiveness to UNIDO's invitation for engagement in designing the project ✓ Implementation ○ Ownership of the project

	<ul style="list-style-type: none"> ○ Provide financial contribution as planned (cash or in-kind) ○ Support to the project, based on actions and policies ○ Counterpart funding ○ Internal government coordination ○ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities ○ Facilitation of the participation of Non-Governmental Organizations(NGOs), civil society and the private sector where appropriate ○ Suitable procurement procedures for timely project implementation ○ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations
3	<ul style="list-style-type: none"> ● <u>Donor</u> ✓ Timely disbursement of project funds ✓ Feedback to progress reports, including Mid-Term Evaluation, if applicable ✓ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue
F	<p>Overall assessment</p> <ul style="list-style-type: none"> ✓ Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.

Guideline questions were adapted from the TOR, preliminary analysis of the project documents, and the UNIDO Evaluation Manuals key evaluation questions/areas. Apart from key UNIDO and UNIDO project personnel, it is not intended that every question will be asked of every participant.

The TE matrix below incorporates some key project specific questions that will be asked of stakeholders. Questions will be asked that focus on the knowledge level of participants. The matrix does not include other forms of triangulation which will be undertaken by the TE. Triangulation will include project documents, reports assessments, other related UNIDO or UN evaluations and published documents.

Structured KII (or FGD) based on the key questions below will certainly move toward more detailed specific questions as the TE team learns more allowing specific focus on areas of relevance to the TE. Some indicative key areas have been highlighted for shorter meetings (simply as a reference point).

Crosscutting stakeholder TE questions matrix (qualitative and quantitative)

Questions Guiding evaluation questions	MoV			
	FGS	EDU	UNIDO	Beneficiaries
<i>Note: Questions will be adapted as necessary during evaluation implementation. Additionally, this list is not exhaustive.</i>				
Project Design, intervention logic and coherence				
To what extent were previous projects/evaluations used in the project design	x		x	
To what extent is the project a follow on and expansion to other interventions from UNIDO, the Government and other Development Partners.	x	x	x	
How does the project align with and integrate into national development priorities and policies.	x	x	x	
What is the purpose of the EDUs and how are they operationalized	x	x	x	x
Why were the particular project counterparts selected to partner with UNIDO	x	x	x	
To what extent were government counterparts, key stakeholders and beneficiaries involved in the project design	x	x	x	
What were the particular strengths and weaknesses of the project	x	x	x	x
Were risk and mitigation strategies specifically factored into project design		x	x	
How was sustainability factored into Project Design	x	x	x	
Were outputs, outcomes, impacts and indicators SMART and did they generally prove correct during implementation		x	x	
Would you design, support and implement the project exactly the same. With hindsight what could have been done differently to maximize outcome/impact	x	x	x	
Relevance and Ownership				
How is the project relevant to intended target groups/beneficiaries	x	x	x	x
Are the main stakeholders/beneficiaries taking overall leadership of the project implementation	x	x	x	x
To what extent can EDUs operate entirely independently of technical and financial assistance from donors	x	x	x	
What has been the type of involvement of donor/ government counterparts / private sector during implementation	x	x	x	x
To what extent outputs are/were sufficient to achieve the Project outcomes and objective	x	x	x	
Efficiency				
How was coordination/synergies among UNIDO activities at the national level? Was there for example coordination with other UN/NGO projects/agencies (Value Added)	x	x	x	
Have resources/inputs converted into outputs in a timely and cost-effective way? Any problems faced?	x	x	x	

Questions Guiding evaluation questions	MoV			
To what extent overall were UNIDO services adequate (expertise, training, equipment, methodologies)	x	x	x	x
Were UNIDO procurement services provided as planned and were they adequate in terms of timing and value	x	x	x	
Project Coordination and Management				
How does the FGS contribute specifically to the project and how	x	x	x	
Does the FGS have independent financial resources to contribute (sustainability)	x	x	x	
To what extent has the management structure contributed to generate the planned outputs and achievement of outcome	x	x	x	
Has the national management and overall field coordination mechanisms of the project been efficient and effective	x	x	x	
Discuss the efficacy of the PSC. EG Has monitoring and self-evaluation (based on indicators for outputs, outcomes and objectives) been used in PSC etc. Has this resulted in changes (adaptive management).	x	x	x	
Were any changes in implementation approved and documented. By who?	x		x	
How was the project monitoring conducted and were resources sufficient	x	x	x	
What were the main barriers, if any, encountered during project implementation	x	x	x	
How has the project management addressed barriers and challenges	x	x	x	
To what extent is UNIDO Vienna involved in supervising and monitoring projects			x	
To what extent were project progress reports updated/recorded systematically		x	x	
Effectiveness				
How does the project contribute to ISID and LED	x	x	x	
What are the main outputs of the project so far? (To what extent and how has the capacity of EDUs increased)	x	x	x	x
Were there any unanticipated positive or negative consequences of the Project	x	x	x	x
To what extent are outcomes established in the project document being achieved. Are outputs leading to outcomes and will outcomes lead to objectives	x	x	x	
Do Partner institutions have the expertise to carry out feasibility studies on new/existing market opportunities	x	x	x	
Is there a TOT component of the project. Who and what.	x	x	x	x
How have target Beneficiaries benefitted from the project in terms of <ul style="list-style-type: none"> • Training received, what type? • New business skills • Improved business practice • Improved sustainable income and livelihood security • Increased number of jobs in company/business 	x	x	x	x
What could be improved (if anything) on UNIDO's model of intervention	x	x	x	x

Questions Guiding evaluation questions	MoV			
Impact and Sustainability				
How will the EDUs be maintained financially post project support	x	x	x	
Specifically, how has the project impacted intended beneficiaries? Were any impacts youth or gender specific	x	x	x	x
How is the project contributing to national/international development priorities	x	x	x	
Are results sustainable and what further Govt. or donor assistance is required	x	x	x	x
What are the key risks to sustainability and what are the plans to ensure continuity after project end	x	x	x	x
What is the level of local/national funding/financing	x	x	x	
Crosscutting Issues				
Was gender mainstreamed, monitored and reported during implementation	x	x	x	
To what extent has the project contributed to empowerment of women and gender equality and youth issues	x	x	x	x
To what extent has the project contributed (positively or negatively) to environmental sustainability	x	x	x	x
Are there opportunities for replication and upscaling	x	x	x	x
To what extent have external factors positively or negatively helped or hindered implementation/outcome. (EG Covid19, changes in Govt, security)	x	x	x	
Lessons learned				
What were the key lessons learned	x	x	x	
How were key lessons learned from the Agro-tech project used in further phases such as the PSDP	x	x	x	

Specific Gender related guideline questions

Questions Guiding evaluation questions	MoV (KII and FGD)			
	FGS	Donor	UNIDO	Direct Beneficiary
Project Design, intervention logic				
Is the project/programme in line with international, UNIDO and national frameworks and policies on gender equality and the empowerment of women?			x	
Were gender issues identified at the design or inception stage through a dedicated socioeconomic context and gender analysis? Did the project analyze gender-related risks and include a dedicated mitigation strategy?			x	
Did the project/programme design adequately consider the gender dimensions in its interventions, indicators and expected results? If so, to what extent were the needs and priorities of women, girls, boys and men reflected in the design?	x		x	
Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns? Was a gender expert hired by the project?			x	
Were target beneficiaries clearly identified and data disaggregated by sex, age, race, ethnicity and socio-economic group? If applicable, were data on businesses targeted or involved in the project also sex-disaggregated (i.e. women-led)?			x	x
Was gender equality reflected in the programme's/project's objective/s, outcomes, outputs and/or activities? To what extent are output/outcome indicators sex-disaggregated?			x	
Implementation				
Did project monitoring and self-evaluation collect and analyze sex-disaggregated data? Were decisions and recommendations based on the analyses? If so, how?			x	
Were gender concerns reflected in the criteria to select beneficiaries? If so, how?			x	
How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?			x	
Did the project/programme monitor, assess, and report on its gender-related objective/s in any other form than sex-disaggregated data?			x	
Results				
Have or will women and men participate and benefit from the project's interventions equally? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations and social norms (e.g., division of labour, decision making authority)?			x	x

Questions Guiding evaluation questions	MoV (KII and FGD)			
Should the project's Gender Marker as established at entry be updated? Has the identified further opportunities of advancing gender equality, or has it not implemented commitments or recommendations from the Gender Marker assessment?			x	
Does the project originate any lessons learnt or best practices in the field of gender equality and the empowerment of women?			x	
Did or will the project support institutional learning and foster exchange of good practices to enhance gender equality?			x	
To what extent has the project achieved the gender-related objective/s, if any? To what extent has the project reduced gender disparities and enhanced women's empowerment?			x	
Has the project envisioned any knowledge generation/research in the field of gender equality?			x	

Annex 5: List of documents reviewed

UNIDO Evaluation Manual, (Office of Evaluation and Internal Oversight Independent Evaluation Division Vienna 2018)

Up the Hierarchy, Bennet Claude, Journal of Extension: March/April 1975

UNIDO Secretariat Administrative Instruction Managing for Results: A Guide to UNIDO's Integrated Results and Performance Framework Approaches and Tools (AI/2020/02, 6 May 2020)

UNIDO Secretariat Director General's Bulletin UNIDO Quality Assurance Framework (DGB/2019/11, 30 May 2019)

UNIDO Secretariat Director General's Bulletin UNIDO Evaluation Policy (DGB/2021/11, 21 September 2021)

UNIDO Secretariat UNIDO Monitoring and Reporting Policy (DGB/2021/14, 6 October 2021)

Director General's Bulletin Policy on Gender Equality and the Empowerment of Women (UNIDO Secretariat DGB/2019/16, 18 September 2019)

UNIDO Result Monitoring and Reporting in AGR Annual Report and Beyond (Michele Clara DTA/AGR 17-Sep-2020)

Somalia Vision for Private Sector Development Report (NEC 2019)

Guide On Gender Mainstreaming, Agribusiness Development Projects UNIDO 2015

UNIDO Project Document: -Technology Development for Economic Growth in South and Central Somalia (UNIDO Project: 170097)

Country Partnership Framework for The Federal Republic of Somalia for The Period financial Years 2019 – 2022 (August 29, 2018, World Bank)

United Nations Sustainable Development Cooperation framework for 2021–2025 (United Nations Somalia)

Ninth Somalia National Development Plan (2020–2024) The Ministry of Planning, Investment and Economic Development

Project Steering Committee Minutes and Project Advisory Unit (2019-2021)

Project Correspondence to the donor and the FGS

UNIDO Back to office mission reports

TVET Training Materials for fish handling and packaging, packaging, and storing of fruit and vegetables, basics of plumbing, basics of welding.

Mapping and Value Chain Analysis for the fisheries sub-sector, livestock sub-sector and, fruit and vegetables sub-sector

Technical Report on the Somali Finance Sector

MSME Credit facility documents including terms of reference, agreements and contracts and client lists for EDUs

Training of Counsellors reports

Recommendations and preventative measures in response to COVID-19- Guidance for the Industrial Sector (UNIDO May 2020)

Support for SME development through network of EDUs and Women Empowerment in agro-tech and PSDP

Press Releases

Annex 6: List of stakeholders consulted

No.	NAME	GENDER	DESIGNATION	ORGANISATION
UNIDO				
1.	Ygor Scarcia	M	Industrial Development Expert UNIDO Somalia Programme Office Representative (OIC)	UNIDO (IET/AGR/AIB), Somalia/Vienna
2.	Adam Abdelmoula	M	Deputy Special Representative of the Secretary General. UN Resident Coordinator	United Nations Somalia
3.	Adot Killmeyer Oleche,	F	Senior Evaluation Officer	UNIDO Vienna Evaluation and Internal Oversight
4.	Francesco Cuda	M	Evaluation Analyst	UNIDO Vienna Evaluation and Internal Oversight
5.	Jean Brice Blavignac	M	Senior Programme Management Expert	UNIDO, Dept. of Agribusiness
6.	Francesco Pallocca	M	Investment Promotion Expert	UNIDO Investment and Technology Promotion Office, Italy
7.	Laura Rio	F	Senior Portfolio Manager	UNDP, Somalia
8.	Abdulhadi Al Hatem	M	Master Trainer for Somalia ToT and ToC	UNIDO National Technical Coordinator Iraq
9.	Ricardo Savigliano	M	Former Division Chief	UNIDO Dept. of Agribusiness
10.	Stefano Stirpe	M	UNIDO Somalia Programme Advisor (PSDP Coordinator)	UNIDO(IET/AGR/AIB), Somalia Programme
11.	Arup Baruah	M	Senior SME Development Specialist	UNIDO (IET/AGR/AIB), Somalia Programme
12.	Najib Abdi	M	National Chief Technical Advisor	UNIDO (IET/AGR/AIB), Somalia Programme
13.	Jamila Hassan	F	Programme Coordinator	UNIDO (IET/AGR/AIB), Somalia Programme
14.	Amal Ahmed	M	Programme Coordinator, Hirshabelle	UNIDO (IET/AGR/AIB), Somalia Programme
15.	Abdisalan Salat	M	Programme Coordinator Jubaland	UNIDO (IET/AGR/AIB), Somalia Programme
16.	Hussein Abdi	M	Programme Coordinator, Baidoa	UNIDO (IET/AGR/AIB), Somalia Programme
Donor				
17.	Guglielmo Giordano	M	Head of Palestine Office (formerly Somalia)	Italian Cooperation for Development,
Federal and State Government and Strategic Partners				
18.	Khadija Abdi	F	Credit Officer and UNIDO focal point	International Bank of Somalia
19.	Joseph Isaac Adongo	M	Transformation Consultant/director	International Bank of Somalia
20.	Muhyidin Mohamud	M	Head of collection – Security liaison Officer	International Bank of Somalia
21.	Mahmud Ali Gabere	M	President	Somali Chamber of Commerce

No.	NAME	GENDER	DESIGNATION	ORGANISATION
22.	Abdirhamn Adan (Galaanbi)	M	Vice President	Somali Chamber of Commerce
23.	Ciise Xalane	M	Deputy Director General & Office of International Relations	Somali Chamber of Commerce (& Head of EDUs)
Beneficiaries/Stakeholders				
24.	Farashukri Osman	M	Entrepreneurship and Counsellor Trainer	Mogadishu EDU
25.	Farah Adam Issak	M	Entrepreneurship and Counsellor Trainer	Mogadishu (formerly Kismayu) EDUs
26.	Ismail Ibrahim Amin	M	Entrepreneurship and Counsellor Trainer	Baidoa EDU
27.	Mohamed Aden Hussein	M	Entrepreneurship and Counsellor Trainer	Beledweyne EDU
28.	Abdirahman Mohamed Dini	M	Entrepreneurship and Counsellor Trainer	Beledweyne EDUs
29.	Abshir Osman	M	Head of EDU	Kismayu
30.	Mohamed Farhan Ahmed	M	Entrepreneurship and Counsellor Trainer	Kismayu EDU
31.	Mohamed	M	Trainee/Partner with Agrotech and ITPO Rome	Gaalooge Cooperative (importing farm tractors and other farm machinery, Baidoa)
32.	Halimo Abdullahi Fidow	F	Trainee Beneficiary	Grocery shop Beledweyne
33.	Ruqio Ibrahim Ali	F	Trainee Beneficiary	Carpet and curtain business Beledweyne
34.	Hidayo Ahmed Mohamed	F	Trainee Beneficiary	Vegetable shop Beledweyne
35.	Farhan Hassan Abdi	M	Trainee Beneficiary	Dairy Business Kismayu
36.	Sahra Mohamed Issack	F	Trainee Beneficiary	Clothing shop, Baidoa
37.	Maryam Mohamed Ahmed-	F	Trainee Beneficiary	Grocery shop, Baidoa
38.	Isse Abdi- Wadani	M	Trainee Beneficiary	Electronics, stationary, Baidoa
39.	Mohamed Yussuf Ali	M	Trainee Beneficiary	Juba Integrated Agricultural Development Cooperation (cooperative), Kismayu
40.	Mohamed Abdi Mohamed-Alfurat	M	Trainee Beneficiary	Alfurat Plastic Center (Plumbing and agricultural boreholes), Kismayu
41.	Ahmed Mohamed Tawakal	M	Trainee Beneficiary	Dry Fishing Company, Kismayu
42.	Fadumo Abdisalan Salad	F	Trainee Beneficiary	Clothing & furniture shop, Kismayu
43.	Fadumo Magnow Abdi	F	Trainee Beneficiary	Fisherperson, Kismayu
44.	Barey Garweyne	F	Trainee Beneficiary	Food and non-food items, Kismayu
45.	Nashido Baale Bulu	F	Trainee Beneficiary	Grocery Shop, Baidoa
46.	Abdirisack shire Muhumud	M	Trainee Beneficiary	Livestock meat - General logistics and procurement, Mogadishu

No.	NAME	GENDER	DESIGNATION	ORGANISATION
47.	Abdinoor Jimale Kheyra-	M	Trainee Beneficiary	Alkheyrad Fishing, Mogadishu
48.	Osman Ali Boor	M	Trainee Beneficiary	Household items retail (mattresses, carpet, bedsheets), Mogadishu
49.	Faisa Ahmed Iman-	M	Trainee Beneficiary	Grocery Shop, Mogadishu

Quantitative questionnaire response

50-149	100 Respondents	M&F	Entrepreneurs	Mogadishu, Baidoa, Kismayu, Beledweyne
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