



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

**Independent Terminal Evaluation of the project: LISEC
Leather Initiative for Sustainable Employment
Creation (LISEC)**

UNIDO ID: 160086

| 03/2025 |

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet

Project title	Leather Initiative for Sustainable Employment Creation (LISEC)
UNIDO ID	160086
Country(ies)	Ethiopia
Project funding partner(s)	European Union (EU)
Project approval date	01.07.2018
Planned project start date (as indicated in project document)	01.07.2019
Actual project start date (First PAD issuance date)	July 1, 2018
Planned project completion date (as indicated in project document)	30.06.2025
Actual project completion date (as indicated in UNIDO ERP system)	June 30, 2025
Project duration (year): Planned: Actual:	2018 – 2022 2022 – 2024 2024 – 2025 (2018 – 2025)
Implementing agency(ies)	UNIDO, Modjo City Administration (MCA) and MoI(LLPIRDC)
Government coordinating agency	The LISEC covers only one country project. The respective Gov. coordinating agencies is: <u>Ethiopia</u> : Ministry of Industry (MoI)
Counterparts	<ul style="list-style-type: none"> ○ Ethiopian Ministry of Industry ○ Ethiopian Ministry of Livestock ○ Oromia Regional State ○ Modjo City Administration ○ Leather Industry Development Institute (LIDI) ○ Federal Small and Medium Manufacturing Industry Development Agency (FSMMIDA) ○ Industrial Park Development Corporation (IPDC) ○ EU Delegation in Ethiopia
Executing Partner	UNIDO
Donor funding	European Union (EU)
UNIDO input (in kind, USD)	8,189,081
Co-financing at CEO Endorsement, as applicable	UNIDO-China
Total project cost (USD), excluding support costs	8,108,815
Gender Marker	2A (Significant expected contribution to GE)
Mid-term review date	03/10/2022
Planned terminal evaluation date	April to July 2025

2. Project context and overview

General background

The leather sector is one of the key industries that the Government of Ethiopia (GoE) has identified as a priority or shortlisted economic sector for economic transformation, job creation and migration reduction. It is also included in the Programme for Country Partnership (PCP). In addition, the GoE considers this sector as a lead component for an inclusive and sustainable development of the Ethiopian Industry. Indeed, the leather value chain is labor intensive and one of the main drivers of economic growth contributing to the Government of Ethiopia's development strategy. Furthermore, Ethiopia enjoys international comparative advantage due to its abundant local raw materials and workforce.

The Modjo Leather City (MLC) has been indicated by the Government of Ethiopia as a priority aimed at transforming the national economy, creating jobs and reducing irregular migration. Located 70km southeast of Addis Ababa, Modjo¹ is a major leather hub, hosting 12 operational tanneries (with more under development) and a strong ecosystem of workshops, slaughterhouses, and farmers. This project ultimately supports Ethiopia's socio-economic development, youth employment, and migration reduction while boosting industrial sustainability.

From an environmental perspective, the relocation of tanneries and the construction of a common wastewater treatment plant (envisaged as zero liquid discharge facility) are essential to reducing the environmental impact of the leather processing. At the same time, large population movements coupled with unplanned urbanization could pose additional threats to the area if not managed properly. From a social perspective, the main challenge for inclusive and sustainable industrial development is to ensure that the local communities in Modjo area (including Mojo city and the surrounding communities) benefit from industrial growth and that economic prosperity is shared among all social groups. With almost half (49.2%) of Oromia's population aged between 15 and 64 years, and with an unemployment rate of 28% and 16.5% for females and males respectively, educational and professional opportunities for women and youth are on high demand. As such MLC presents a significant opportunity to create jobs, attract foreign and local direct investments, and facilitate technology transfer and skills development. Furthermore, the park is expected to act as a catalyst for MSMEs operating in the leather sector (e.g. footwear and leather products manufacturers) by providing extension services, training, and access to raw materials.

Leather Industry in Ethiopia

With about 2.700 enterprises, 42.000 employees, 18.500 self-employed persons and artisans, 12 million farmers' and pastoralists' households, the Government of Ethiopia has identified the leather and leather products sector as one of the country's top four priority industries. This is based on the sector's strong linkages to the rural economy, potential for poverty reduction, role in light industries, high value addition and export potential, high employment generation, competitive and comparative advantages, and multiplying effects on related industries. Recognizing these potentials, the GoE and the EU Delegation worked together to strengthen the sector, as reflected in this project.

The Government of Ethiopia (GoE) is committed to tackle sector challenges and has requested support to enhance the sustainability and competitiveness of Ethiopia's leather and leather products industry.

¹ A town in the Oromia Region of Ethiopia.

Key objectives included:

- (i) Shifting leather production from wet-blue stage to crust, and then to finished leather.
- (ii) Increasing domestic value addition in the leather sector by increasing the volume of hides and skins processed to locally finished leather.
- (iii) Attracting significant export-oriented Domestic and Foreign Investments and improving linkages in the industry

With 52 million cattle, Ethiopia has significant raw material potential. The average off-take rates are:

- Cowhides – 13.87%
- Goatskins – 27.34%
- Sheepskins – 40.29%

According to a study by Addis Ababa University 25% to 33% of skins processed in tanneries have defects rendering them unsuitable for export. More than 300 types of physical or mechanical damages were identified, occurring both before slaughter (on farms, during transport, and at markets/abattoirs) and after slaughter (during storage, preservation, and processing). Addressing these quality issues is essential for maximizing the sector's export potential and overall economic contribution.

Slaughtering, Trading and Transportation of raw hides and skins

The major defects in hides and skins result from unsustainable slaughtering techniques at individual households, rural slaughter slabs, municipal slaughterhouses, and export abattoirs. These defects - improper flaying and poor bleeding - are the consequence of lack of knowledge and experience and of the use of improper or obsolete tools. The main flaying defects are accidental cuts, improper ripping and incorrect shaping. Adding to this, the trade chain, low quality transportation and handling, delays, inadequate cleaning and curing, incorrect preservation methods, and the absence of grading techniques or price incentives, also impact on hide and skin quality. To address these issues, the Raw Hides and Skins Marketing Proclamation (No. 814/2013) introduced supportive trade mechanisms, though adequate slaughtering facilities with trained personnel are still needed to reduce processing defects.

With 15 of 29 tanneries in operating in the Oromia region (attracted by the abundance of raw materials, water supply, and skilled manpower), the impact of pollution caused by tanning operations led to environmental and social complications and disagreements in Modjo and its nearby communities. In response, the Government of Ethiopia (GoE) reinforced its commitment towards the establishment of Modjo Leather City, an eco-friendly leather park in Modjo. This initiative aims to best preserve the environment and to deliver a leather cluster in full respect of environmental and social rights.

Tanneries

Finished leather accounts for 75% of Ethiopia's leather export. However, the quantity, variety and quality of finished leather do not match international customers' demand due to limited FDI platforms, R&D, insufficient technology transfer, and a lack of advanced leather finishing skills. LIDI and the GoE set the target of 555 million sq.ft of finished leather production at the end of GTP II (2019/2020) in order to achieve an export target of 800 million USD at the end of the fiscal year and this project looked into supporting this achievement. However, at the end of 2017, finished leather products had reached 115 million USD.

Ethiopia has 37 small, medium and large-scale footwear manufacturers with an annual capacity of 10.5 million pairs; and more than 90 micro and small footwear manufacturers that supply 90% of the local

market and provide jobs to 8,000 workers. Under GTP II, it was expected to reach the full potential of 35 million pairs per year, out of which 21 million pairs are designated for export. Almost 95% of the factories are in and around the capital, Addis Ababa, producing men's and children's leather casual shoes and shoe-uppers. In addition, the factories export directly to importers, wholesalers or buying offices that facilitate the production and export of footwear under the labels of private department stores, boutiques, shoe retail chains and mail-order houses. All of them tend to source out from Ethiopia (and other nations in East Africa) and re-export. The footwear industry is globally competitive in both quality and price offering significant opportunities for women and youth self-employment along the leather industry value chain. Notably, 50% of businesses in the leather products sub-sectors (which include leather goods, garments, bags, belts, gloves, wallet and others) are women-owned businesses.

Marketing for Ethiopian leather and Leather products

To achieve sustainable development in the leather value chain, an improvement of local marketing capacity is needed. Existing domestic manufacturing companies and potential new entrants often lack awareness of global market demand and supply trends, the role of international leading sourcing firms, production networks and distribution channels. Nor do they know how to access them.

As such, marketing players need support to develop their knowledge of international markets and establish connections with key actors of the global value chain and international production networks. The Ethiopian leather sector also lacks sustainability standards and needs studies of selected target markets, linkages with international production and distribution networks, and brand creation mechanisms to create a comprehensive leather production and export channel.

UNIDO, through the LISEC project, aimed at supporting the establishment of these marketing & markets linkages through target markets analysis and promoting Foreign Direct Investments (FDIs).

LISEC project overview

Recognizing the importance of the leather sector, the then Ministry of Trade and Industry (MoTI) entrusted UNIDO and the Leather Industry Development Institute (LIDI) with the preparation of a proposal for the establishment of a leather industrial district. The aim was to mitigate pollution, create job opportunities and attract foreign direct investments (FDIs), while also identifying the technical assistance needed to upgrade the urban planning of the Modjo district. A technical feasibility study was completed in April 2015 and supported by the LIDI's Clean Development Mechanism (CDM) project to reduce GHG emission, which should result in a drop of 142,602 tons of CO₂e per year. In addition, an Environmental and Social Impact Assessment (ESIA) was conducted by LIDI. In this context, this project proposal originated from an official request by the EU Delegation in Ethiopia, calling on UNIDO to provide the technical assistance required to implement a leather initiative to increase employment opportunities in and mitigate irregular migration in Ethiopia.

Anchored in the Modjo Leather City (MLC) Industrial Park, the project aligns not only with the specific strategy of the Growth and Transformation Plan II (GTP II) directed towards job creation through strengthening the leather sector, but also with the PCP Ethiopia and the Sustainable Development Goals. Specifically, it supports:

- SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and
- SDG ("Build resilient infrastructures, promote inclusive and sustainable industrialization and foster innovation"

This project intends to assist MoTI, LIDI and local stakeholders to enhance the leather sector in Ethiopia, create job opportunities and reduce pollution from the tanning industry.

With the immediate objective "to support an inclusive and sustainable development of the Ethiopian leather value chain as well as of the SMEs, which are operating in the area as a driving force for creating job opportunities and income generation", the initiative directly contributes to the following broader objectives of the EU Trust Fund:

- (1) "To create greater economic and employment opportunities, especially for young men and women" and
- (4) "To improve governance and conflict prevention of the EU Trust Fund".

Furthermore, the project is aligned with the Valletta Action Plan Priority Domain 1: *"Development benefits of migration and addressing root causes of irregular migration and forced displacement by boosting socio-economic development, particularly by creating job opportunities, especially for young men and women"*.

3. Project objective and expected outcomes

General Objectives

Enhance the economic competitiveness by strengthening an inclusive and sustainable development of the Ethiopian leather value chain.

The specific objective of the project:

1. Improve quality and quantity of hides and skins (H&S - including a grading system, training, awareness raising) by supporting the leather value chain from slaughterhouses to tanneries.
2. Support tanneries in processing and producing finished leather towards integration into the global leather value chain through competitiveness gains and environmental compliance, including the establishment of a LIDI Regional Centre.
3. Promote investments in and around Modjo Leather City, including Micro, Small and Medium Enterprises-MSME clusters, for both domestic and foreign companies; and mainstream gender by recognizing empowerment of women and gender equality as key ingredients for sustainability of the leather industry, the project is committed to ensure a balanced access/ participation of women and men).

LISEC project Components

To achieve the main project goal, LISEC has been structured following a comprehensive approach with three main components aiming at the 3 interlinked components. It will be coordinated and monitored closely by the European Union Delegation (EUD) through centralized management in coordination with the project steering committee (PSC).

Outcome 1: Advancing economic competitiveness by strengthening the leather value chain.

Outcome 2: Protecting the environment by facilitating financial investments towards the establishment of an eco-friendly leather industrial park in Modjo.

Outcome 3: Strengthening social cohesion by supporting local economic and social development initiatives, especially for women and youth living in the Modjo area, and by enhancing industrial and labour relations within MLC.

Target Beneficiaries

The primary beneficiaries will be youth and women in the targeted project area, small enterprises, local entrepreneurs, informal sectors and local communities. During project implementation, beneficiaries (particularly youth and women) will be defined through a mapping and identification exercise among slaughtering houses (urban and rural), tanneries, MSMEs, Technical and Vocational Education and Training (TVET), and key target groups in the leather value chain.

Institutions and actors involved

A detailed list of actors involved in the project implementation will be outlined in the Plan of Actions that will be defined under each project output. Nevertheless, considering the project intervention within the Ethiopian leather value chain and the GoE strategy, the following local Institutions, among others, are expected to participate in the project initiative:

- Ministry of Industry (MoI)
- The Regional Government of Oromia and related offices including Modjo City Administration
- Ministry of Livestock and Fisheries (MoLaF)
- The Ethiopian Industrial Parks Development Corporation (IPDC)
- Ethiopian Investment Commission (EIC)
- The Leather Industries Development Institute (LIDI)

- Federal Small and Medium Manufacturing Industry Development Agency (FSMMIDA)
- The Ethiopian Meat Producers/Exporters Association (EMPEA)
- The Ethiopian Leather Industries Association (ELIA)
- Ethiopian Raw Hides and Skins Suppliers Association (ERHSSA)
- Micro finance Institutions

Moreover, coordination of the following stakeholders is expected among:

- The European Union Delegation in Ethiopia
- The DAG Technical Working Group including the private sector development group on leather
- The Centre for the Promotion of Imports from developing countries (CBI), The Netherlands Enterprise Agency (RVO.nl)
- LLPI/COMESA

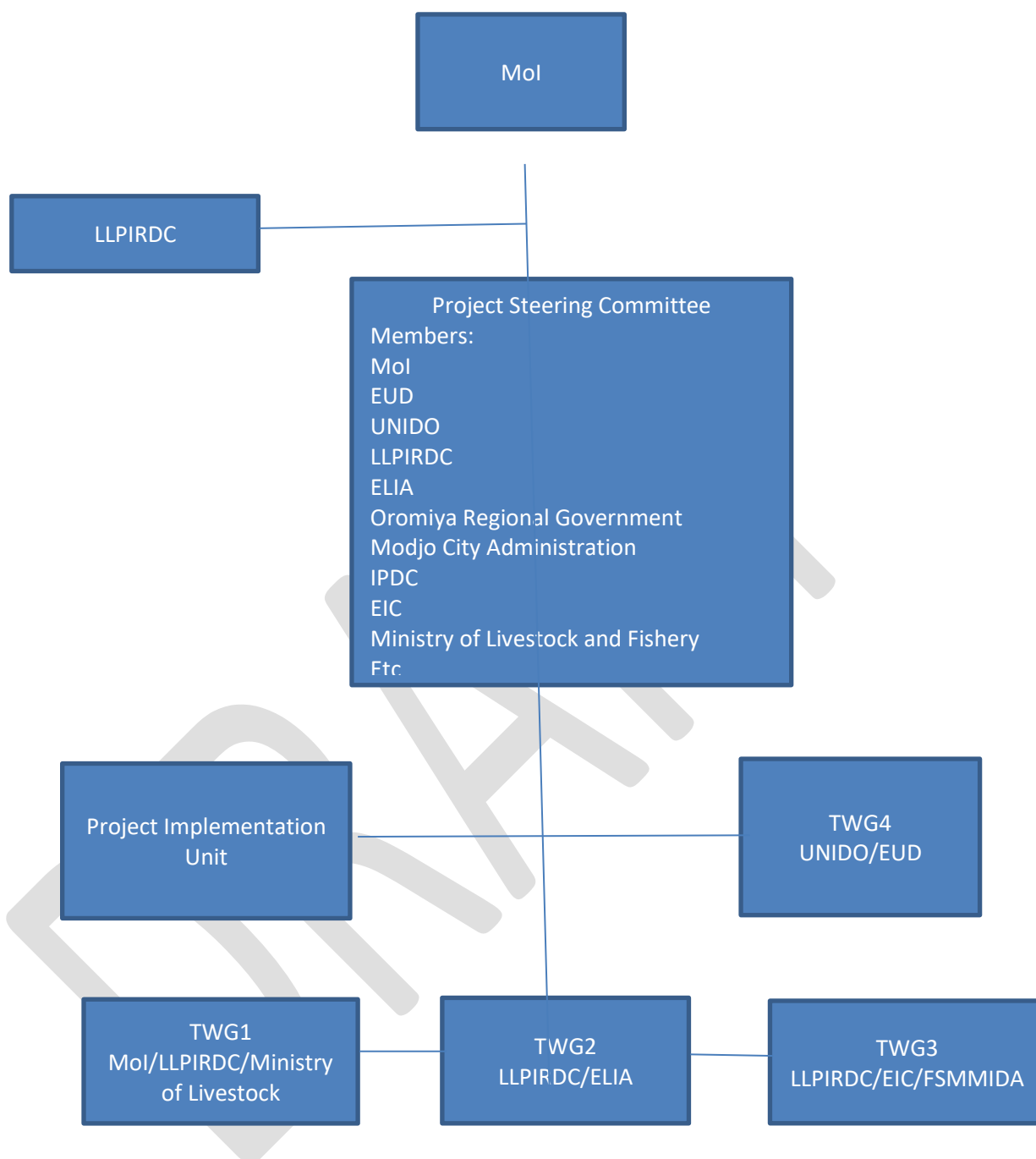
In Ethiopia, ensuring effective coordination, alignments, synergies and harmonization among various partners entails enormous challenges. To address these and achieve the targets set in the Ten- years Development Plan/Ethiopia's Homegrown Economic Reform for the leather sector, the Ministry of Industry in collaboration with key sector stakeholders established a Leather Sector Coordination Group that includes DFID, ILO, UNIDO, JICA, ITCA alongside relevant Ethiopian partners such as ELIA and LIDI. The first Leather Technical Working Group (TWG) meeting took place on 3 February 2017 with the objective to set-up an industry specific coordination platform to enhance collaboration and information sharing among participating leather sector actors and key stakeholders.

4. Project implementation arrangements

Project-level governance

At the country project level, individual Steering Committees were established to govern the Leather Initiative for Employment Creation (LISEC) interventions in the target region. The project-level Steering Committee consists of the UNIDO Project Manager, Project Coordinator, Project Chief Technical Advisor (CTA), and representatives from the responsible Government Counterparts. The respective Steering Committee met twice per implementation year to report on results in the meetings of the Programme-level Technical Working Groups. The Terms of Reference for the country-level Steering Committee were elaborated prior and adopted during the respective first meetings following the beginning of project implementation.

Figure 1 Project Management Structure/Diagram



Key activities and responsibilities included the setting and assessing of project milestones, discussing matters pertaining to project implementation and progress, and the approval of relevant reports and work plans. Besides UNIDO, the European Union (EU), and respective government stakeholders, Technical Working Groups for each of the outputs were established and endorsed by the PSC (Project Steering Committee). Additional participants were invited to join the meetings of the respective Committees.

UNIDO is a specialized agency of the United Nations mandated to promote industrial development for poverty reduction, inclusive globalization and environmental sustainability. As part of this mission,

UNIDO is implementing one of the three components of the Leather Initiative for Sustainable Employment Creation (LISEC) - referred to as UNIDO-LISEC - which is financed by the EU Emergency Trust Fund (EUTF). It aims to reduce irregular migration from Ethiopia by creating economic and employment opportunities especially for young women and men.

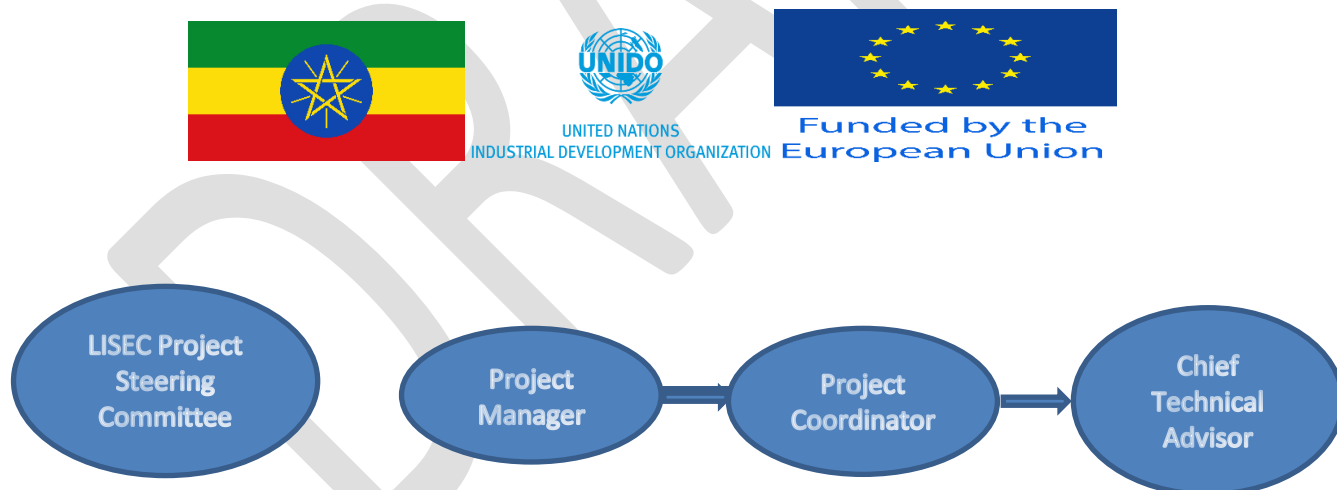
To implement UNIDO-LISEC, UNIDO applies the Program for Country Partnership (PCP) approach, which actively engages the Ethiopian government, particularly key ministries such as:

- Ministry of Industry (MOI)
- Ministry of Agriculture (MOA)
- Ministry of Trade (MOT)
- Ministry of Labour and Skill (MoLS)

The primary objective of LISEC is to create jobs for youth and women and increase the income of households within the leather sector.

UNIDO is directly and technically engaged in implementing Component 1: “Enhancing the Development of the Ethiopian Leather Sector along the Value Chain”. On the other hand, high-level governance, through the Project Steering Committee (PSC), and intermediate-level governance, via the Technical Working Group (TWG), were designated to the Government of Ethiopia (GOE), sectoral associations, and EUTF representatives as key project counterparts.

Figure 2 – Leather Initiative for Sustainable Employment Creation (LISEC) governance structure



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

The project design and implementation modality is conducive to achieving the objectives of the project. It represents a multi-pronged approach, which addresses challenges throughout the entire leather value chain. The project simultaneously tackles, GBV, social cohesion and unemployment.

There have been a number of complementary projects conducted in the sector many of which were implemented by the same IPs. The optimal implementation of the project is dependent on strong sector coordination among the stakeholders. There has been ad hoc or as needed collaboration between UNIDO LISEC and Green Jobs LISEC however there is no formal, regular meeting to ensure a consistent approach to implementation or to maximise impact and eliminate duplication and confusion among beneficiaries.

The intervention logic of the EUTF is translated into the LF of the two contracts, the case of UNIDO LISEC there is some room for improvement. Both LF could be expanded to include EUTF and or GERF indicators and data collection does not disaggregate for the vulnerable groups being targeted. The risk analysis has not been updated to reflect new risks that hindered implementation as well as risks to the achievement of outcomes.

Comprehensive PIUs have been established under both contracts, however staff turnover has been an issue for both the PIUs and in collaboration with the GOE stakeholders resulting significant delays when combined with the political instability and insecurity challenges. The cumulative delays have resulted in a poor utilization rate in both cases.

Due to the delays there have been limited outputs achieved, however they are of good quality and the prospect for the achievement of outcomes is high although they may be constrained by the amount of time remaining.

The project includes a number of measures to ensure sustainability for an institutional point of view and where possible from a financial point of view. The benefits accrued under the project will also require a cultural change to ensure their longevity even when the financial returns are not present. This is particularly true of the new M/SMEs who will currently only have a limited period of support and mentorship unless an exit strategy is formulated for their continued support following the culmination of the project.

The project has environmental and social responsibility at its core and attempts to instil these values in all stakeholders. The UNIDO LISEC conducted a sector gender analysis which is shared with all IPs and the project has multiple initiatives that target vulnerable people such as people living disabilities, internally displaced persons and migrant workers in addition to women and youth. There is room for more involvement of women in private sector associations.

The implementation of the Communication and Visibility Plans conform to the EU visibility guidelines. However, expenditure has been low and there is room to improve performance in terms of consistency as well as in expanding the reach to the general public in relation to the core values of the project; the promotion of environmentally friendly and sustainable production, social responsibility and gender empowerment.

6. Budget information

Table 1: UNIDO budget allocation at approval and expenditure in USD

Year	Budget	Expenditures
2018	70,477	67,621
2019	625,318	616,307
2020	704,851	725,495
2021	1,075,381	1,042,839
2022	2,120,208	1,974,373
2023	832,829	930,732
2024	1,162,376	1,174,746
2025	1,412,334	748,704
Future	105,040	0
Total	8,108,815	7,280,817

Table 2. Co-financing plan summary

BUDGET LINE	DESCRIPTION	UNIT COSTS IN EUR	UNITS	Quantity	TOTAL COSTS (Y1)	TOTAL COSTS (Y2)	TOTAL COSTS (Y3)	TOTAL COSTS (Y4)	TOTAL
Output 1: Quality and quantity of hides and skins is improved.									
Estimated costs include:									
11-00	International staff:	13,000	Month	24	91,000	91,000	65,000	65,000	312,000
17-00	National staff:	2,500	Month	16	10,000	10,000	10,000	10,000	40,000
21-00	Subcontract:		Provision		150,000				150,000
30-00	Training		Provision		80,000	100,000	70,000	50,000	300,000
45-00	Equipment:		Provision		250,000	200,000			450,000
Subtotal					581,000	401,000	145,000	125,000	1,252,000
Output 2: Support to tanneries (processing and producing finished leather) towards integration into the leather global value chain through competitiveness gains/environmental compliance is provided.									
11-00	International staff:	13,000	Month	24	39,000	117,000	78,000	78,000	312,000
17-00	National staff:	2,500	Month	16	10,000	10,000	10,000	10,000	40,000
21-00	Subcontract:		Provision		150,000	80,000	30,000	30,000	290,000
30-00	Training		Provision		60,000	120,000	80,000	54,000	314,000
45-00	Equipment:		Provision			1,000,000			1,000,000
Subtotal					259,000	1,327,000	198,000	172,000	1,956,000

Output 3: Investments (including MSMEs clusters) in/around Modjo Leather City for both domestic and foreign companies are promoted.									
11-00	International staff:	13,000	Month	36	130,000	130,000	104,000	104,000	468,000
17-00	National staff:	2,500	Month	16	10,000	10,000	10,000	10,000	40,000
21-00	Subcontract:		Provision		150,000	150,000	100,000	70,000	470,000
30-00	Training		Provision		80,000	80,000	76,000	77,000	313,000
45-00	Equipment:		Provision		150,000	200,000			350,000
Subtotal					520,000	570,000	290,000	261,000	1,641,000
Output 4: Project management is established.									
11-00	International Staff								
11-00	1 International Expert Staff (CTA)	13,000	Month	48	156,000	156,000	156,000	156,000	624,000
11-00	UNIDO Management & Supervision	12,567	Month	4	12,567	12,567	12,567	12,567	50,268
11-00	1 Adm. Assistant (HQs)	2,500	Month	48	30,000	30,000	30,000	30,000	120,000
15-00	Local travel		Missions		20,000	20,000	20,000	15,000	75,000
16-00	UNIDO travel	1,600	Missions	8	3,200	3,200	3,200	3,200	12,800
17-00	National Staff								
17-00	1 National Project Coordinator (NPC)	3,500	Month	48	42,000	42,000	42,000	42,000	168,000
17-00	1 Secretary	1,500	Month	48	18,000	18,000	18,000	18,000	72,000
17-00	1 National Expert Output 1	2,500	Month	45	22,500	30,000	30,000	30,000	112,500
17-00	1 National Expert Output 2	2,500	Month	45	30,000	30,000	30,000	22,500	112,500
17-00	1 National Expert Output 3	2,500	Month	45	22,500	30,000	30,000	30,000	112,500

17-00	1 Gender Expert	2,500	Month	36	30,000	30,000	15,000	15,000	90,000
17-00	2 Drivers	800	Month	90	14,400	19,200	19,200	19,200	72,000
43-00	Office Rent	3,000	Month	48	36,000	36,000	36,000	36,000	144,000
45-00	Equipment:		Provision		34,000				34,000
45-00	Vehicles	40,000	Provision	2	80,000				80,000
51-00	Sundries		Provision		35,000	35,000	35,000	39,881	144,881
Subtotal					586,167	491,967	476,967	469,348	2,024,449
Output 5: A system of monitoring and communication is in place.									
11-00, 17-00, 15-00	Monitoring				25,000	50,000	50,000	25,000	150,000
16-00, 45-00, 51-00, 30-00									
11-00	International C&V Expert	13,000	Month	8	26,000	26,000	26,000	26,000	104,000
17-00	National C&V Expert	2,500	Month	48	30,000	30,000	30,000	30,000	120,000
21-00	Subcontract		Provision		10,000	10,000	10,000	10,000	40,000
51-00	Sundries		Provision		13,500	13,500	13,500	8,500	49,000
Subtotal					104,500	129,500	129,500	99,500	463,000
Total					2,050,667	2,919,467	1,239,467	1,126,848	7,336,449
Support Cost (7%)					143,547	204,363	86,763	78,879	513,551
Grand Total					2,194,214	3,123,830	1,326,230	1,205,727	7,850,000

Table 3. Co-financing source breakdown

Donor	Contribution in EUR	Remark
European Union	7,750,000	
UNIDO-China	100,000	The source of finance for UNIDO contribution is China gov't
Total	7,850,000	

DRAFT

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date **11/2018** to the completion date **06/2025**.

The evaluation has two specific objectives

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact: and
- (ii) Develop a series of findings, lessons, and recommendations for future programming.

III. EVALUATION APPROACH AND METHODOLOGY

The independent terminal evaluation will be conducted in accordance with the UNIDO Evaluation Policy², the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle³, and the UNIDO [Evaluation Manual](#).

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

The evaluation will use a theory of change approach⁴ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

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

1. Data collection methods

The 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, technical reports, back-to-office mission report(s), end-of-contract report(s), and relevant correspondence).
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of funding partners, counterparts, and other stakeholders.

² UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

³ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGA1.17/Rev.1, 24 August 2006).

⁴ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- (c) **Field visit** to project sites within 100 km of Modjo City, Ethiopia
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant stakeholders and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection methods will be used to the extent possible.**

2. Key evaluation questions and criteria

The key evaluation questions are the following:

- 1) Relevance: To what extent do the objectives of the LISEC project respond to beneficiaries, country, and partner/institution needs?
- 2) Coherence: How compatible is the project with other interventions in the country, sector or institution? To what extent does the LISEC project align with Ethiopia's national policies and priorities, such as the Growth and Transformation Plan II (GTP II)? Does the intervention support and cooperate with civil society actors, such as human rights organizations, disabled people's organizations, women's rights, or feminist organizations?
- 3) Effectiveness: What are the key results of the project? To what extent have expected results been achieved or a likely to be achieved?
- 4) Efficiency: How well are resources being used? Has the project delivered results in an economical and timely manner? How far have gender-sensitive (or other human-rights sensitive) budgeting tools been used?
- 5) Impact: What difference does intervention make? To what extent has the project generated significant positive or negative, intended or unintended, higher-level effects? Has the project had transformative effects?
- 6) Sustainability: Will the benefits last? To what extent will the net benefits of the project continue, or are likely to continue? Has the intervention had a leveraging effect on creating an enabling environment for the continuous promotion and realization of gender equality and human rights?
- 7) What are the key drivers and barriers to achieving the long-term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to long-term, transformational objectives?
- 8) What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
- 9) Gender: Has the project adequately considered and addressed gender in its design and intervention? Did the intervention have any unintended negative effects, e.g. accentuate existing exclusion patterns of discriminatory practices against women and girls? To what extent has the intervention worked on discriminatory gender norms and practices and structural barriers to gender equality to achieve its objectives?
- 10) Has the project adequately considered and addressed environmental and social safeguards, human rights and disability in its design and intervention?

The Evaluation Team will further revise the evaluation questions and develop an evaluation matrix in the

inception report.

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

Table 4. Project evaluation criteria

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

⁵ Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](#); https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf.

Performance of partners

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.

These topics should be covered as applicable:

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

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

3. Rating system

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

Table 5. Project rating criteria

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

IV. EVALUATION PROCESS

The evaluation will be conducted from **04/2025 to 07/2025**. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

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

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from **04/2025 to 07/2025**. The evaluation field mission is tentatively planned for **Q2/2025**. At the end of the field mission, the evaluation team will present the preliminary findings. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the evaluation with UNIDO Headquarters. The draft impact evaluation report will be submitted 3 to 4 weeks after the end of the mission. The draft impact evaluation report is to be shared with the UNIDO Programme Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft impact evaluation report based on the comments received, edit the language, and submit the final version of the final evaluation report in accordance with UNIDO EIO/IEU standards.

Table 5. Tentative timelines

Timelines	Tasks
April 2025	Desk review and writing of inception report
April 2025	Online briefing with UNIDO project manager and the project team
May 2025	Field visits to project site, Ethiopia
June 2025	Debriefing. Preparation of first draft evaluation report
June/July 2025	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report
July 2025	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

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

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

According to the 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 Vienna and Ethiopia will support the evaluation team.

An evaluation manager from the UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Programme Manager and national project teams will act as resource people and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

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

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable. The evaluator will be provided with a guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Evaluation report format and review procedures

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

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

The evaluation report should be brief, to the point, and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns, and present evidence-based findings, consequent conclusions, recommendations, and lessons. The report should provide information on when the evaluation took place, the places visited, and 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 the UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

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

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

Annex 1: Project Logical Framework

Output 1: Improved quality and quantity of hides and skins (July 2023 to June 2024)				
Intervention Logic	Indicators	Baseline	Targets	Current Status
<p>Objective: To create greater economic and decent employment opportunities, especially for young men and women through the development of the Ethiopian leather industry and the Modjo leather industrial park (MLC).</p>	<p># of women and youth employed (disaggregated by: full-time, part-time, seasonal or jobs on 'ad-hoc demand') within the target beneficiaries (e.g. MSMEs, slaughter houses, tanneries, etc)</p> <p># of days per employment by type of job</p> <p>% income level of the target groups (beneficiaries), disaggregated by sex (increased)</p> <p># of beneficiaries trained, disaggregated by sex, age, vulnerability status</p> <p># of beneficiaries (disaggregated by gender and age) with improved skills (e.g. acquisition of official certification)</p> <p># of direct and indirect (e.g. households and their families) beneficiaries involved in the project activities</p> <p># of beneficiaries claiming they were interested in migrating before and after the intervention (tested through surveys)</p>			
<p>Outcome Enhance the economic competitiveness by strengthening an inclusive and sustainable development of the Ethiopian leather value chain.</p>	<p>% increase of the volume of production</p> <p>% decrease in unit cost of production</p> <p>% increase of profit margin per unit</p> <p># of collaborations established with other national and international development partners</p> <p>% increase number of people working in the leather sector in Modjo</p>			
Output 1. Quality and quantity of hides and skins is improved.	Establishment of a national H&S Marketing Scheme based on quality control grading system and price structure based on a reward scheme. # of compiled and approved action plan documents	0	1	60%
	# of comprehensive technical study (recommendation) documents for restructuring slaughterhouses and H&S warehouses	0	1	80%
	# of comprehensive technical and feasibility study (recommendation) documents for slaughterhouses by-product utilizations	0	1	80%
	# of stakeholders and beneficiaries, participated in exposing them to best practices from selected country (ies)	0	13	60% (Country to be visited identified, TOR

				developed for the study tour, participants selected, tentative visit schedule set)
	#of beneficiaries (firms or institutions) equipped with QC infrastructure, equipment or tools	0	10	70% (procurement on shipment)
	# of training manuals/SOPs and/or with visual aids developed and delivered to beneficiaries	0	3	90% (training modules & SOPs compiled, streamlining of the training framework/OS by a TEP finalized)
	#of awareness trainees on economic value of H&S (disaggregated by gender, and type of role in the supply chain. i.e. business owners, managers, stakeholders etc)	0	50	To be conducted/captured after the anticipated TSM(benchmark study); TBA
	# of total TOTs trained drawn from the beneficiaries of TVETs and/FTCs; disaggregated by gender and age	0	30	TBA (to be conducted after finalizing the training framework development process)
	#of technical managers/ supervisors/staffs trained disaggregated by gender, age and type of work	0	200	TBA (This in turn to be conducted after conducting the anticipated TOTs)
	#of stakeholders workshop for reviewing and validating the raw H&S marketing regulatory framework	0	2	50% (review workshop conducted, TTF being formed)
	#of institutional set-up benchmarked that will help to implement the raw H&S marketing regulatory framework proposed	0	1	TBA (To be proposed after overhauling the regulatory framework and after conducting the planned TSM)
	# of objective standards reviewed and developed for grading of raw H&S with narrow tolerance range	6	6	50% (To be done along with overhauling regulatory framework crafting) (TBA)

	# of beneficiaries subscribed for the LISEC initiative using the new standards as a reference for price negotiation tool based on quality differences	0	9	To be captured after introducing new applicable regulatory framework and objective standards (TBA)
	# of raw H&S production, handling and marketing quality controllers or extension support officers trained disaggregated with gender and age	0	15	TBA (to be conducted after finalizing the training framework development process)
	# of effective relationship-based marketing or association established between transacting actors; using formal MOU, contract etc	0	10	To be effective/captured after marketing regulatory and institutional set up established and objective grading of raw H&S started (TBA)
	# of JV linkage	0	4	To be promoted after the anticipated technical study document for restructuring slaughterhouses generated; TBA
	# of gender equality awareness creation platforms	0	2	50% (team formed, awareness training conducted)
	# of proposals to employers and/or interested bodies which ease discriminating social norms or procedures against gender mainstreaming	0	1	50% (Training materials being prepared)

Output 2: The capacity of tanneries towards integration into the global leather value chain (through competitive gains/environmental compliance) is strengthened				
Intervention Logic	Indicators	Baseline	Targets	Current Status
Objective: To create greater economic and decent employment opportunities, especially for young men and women through the development of the Ethiopian leather industry and the Modjo leather industrial park (MLC).	# of women and youth employed (disaggregated by: full-time, part-time, seasonal or jobs on 'ad-hoc demand') within the target beneficiaries (e.g. MSMEs, slaughter houses, tanneries, etc) # of days per employment by type of job % income level of the target groups (beneficiaries), disaggregated by sex (increased) # of beneficiaries trained, disaggregated by sex, age, vulnerability status # of beneficiaries (disaggregated by gender and age) with improved skills (e.g. acquisition of official certification) # of direct and indirect (e.g. households and their families) beneficiaries involved in the project activities # of beneficiaries claiming they were interested in migrating before and after the intervention (tested through surveys)			
Outcome Enhance the economic competitiveness by strengthening an inclusive and sustainable development of the Ethiopian leather value chain.	% increase of the volume of production % decrease in unit cost of production % increase of profit margin per unit # of collaborations established with other national and international development partners % increase number of people working in the leather sector in Modjo			
Output 2. The capacity of tanneries towards integration into the leather global value chain (competitive gains/environmental compliance) is strengthened.	Action plan documents approved and endorsed	0		Completed
	# of study document updated.	0	1	completed
	# of companies engaged for improved productivity, competitiveness and diversification (# of beneficiaries)	0	6	6, completed
	# of cleaner technologies and best practices identified used by partners/beneficiaries	0	6	100%, completed

# of trainings conducted	0	4	2 Trainings conducted, one on Training of Trainers on Laboratory and the other on LWG 7.4.2 protocol.
# of Trainees Trained. (at least 37% Female)	0	32	47 trained, 10 on Training of Trainers for Modjo LLPIRDC branch laboratory, 37 on LWG 7.4.2 protocol.
# of technicians participated in benchmarking tours	0	10	0
# Tanneries attaining greater than 70% environmental compliance	0	4	0
#of new technologies transferred	2	4	25%, technologies are Identified & proposal submitted to UNIDO-LISEC
# of strategic partnerships established	0	6	0
# Tanneries being members of a quality brand	0	4	0
# of established LIDI Regional Center	0	1	1, completed
# of technologies hosted by LIDI for further dissemination to tanneries in Ethiopia	0	6	25%, ongoing, technologies are Identified, proposal submitted to UNIDO-LISEC
# of awareness creation training for Managements	0	1	2 awareness creation on efficient energy utilization and management of solid waste and odour prevention conducted

Output 3: Investments (including MSMEs clusters) in/around Modjo Leather City for both domestic and foreign companies (including EU investors) are promoted					
Intervention Logic	Indicators	Baseline	Targets	Current Status	Remarks
Investments (including MSMEs clusters) in/around Modjo Leather City for both domestic and foreign companies (including EU investors) are promoted.	# of visits to LIDI and other big shoe industries	0	5	4	80% completed 4 institutions LLPIRDC, Pittards Products manufacturing, Peacock Shoe factory and ELICO Universal leather Goods factory
	# of people trained and certified	0	50 (50% female)	123 (72% female)	
	# of MSMES established (groupings)	0	5	Ongoing	
	# of TVETS staff trained (TOT)	0	10	Ongoing	
	# of local institutions networked	0	5	4	80 % completed Members of the trained youths created network with 4 institutions LLPIRDC, Pittards Products manufacturing, Peacock Shoe factory and ELICO Universal Leather Goods factory.
	# of workshops and meetings held	0	5	4	80% completed (3 workshops and a B2B meeting done)
	# of promotional activities performed or supported	0	6	5	83.3% Completed (-AALF 2019, 2021, 2023 where ELIA and EIC were supported; - ASFW 2022)
	# of members of the association.	0	50	Ongoing	
	# of common manufacturing facilities established.	0	2	Ongoing	
	# of show rooms.			Ongoing	
	# Feasibility study document			Done	100% completed
	# Environmental impact assessment document			Done	100% completed
	# Resettlement action plan			Done	100% completed
	Stakeholder Engagement plan			Done	100% completed

Gender mainstreaming and occupational safety and health				
Intervention Logic	Indicators	Baseline	Targets	Current Status
Output 1. Quality and quantity of hides and skins is improved.	# of gender equality awareness creation platforms	0	2	GBV and leadership training planned for Y5/6; 0% completed
	# of proposals to employers and/or interested bodies which ease discriminating social norms or procedures against gender mainstreaming	0	1	1 (Company-level gender working groups established to lead gender mainstreaming activities that were identified from gender analysis findings); completed 100%
Output 2. The capacity of tanneries towards integration into the leather global value chain (competitive gains/environmental compliance) is strengthened.	# of initiatives performed for supporting in labor relations & OHS within tanneries (1. assignment of OSH focal person 2. OSH risk assessment 3. Preparation of safety signs/signage 4. OSH policy 5. IEC/BCC materials 6. Reporting & recording system)	0	6	2 (MoLS temporarily assigned OSH focal person and OSH risk assessment conducted); 33% completed
	# of OSH trainings conducted and trainees participated.	0	2	0% completed (planned for Y5 and 6)
	# of initiatives performed for supporting gender equality in labor relations within tanneries. (1. Conduct gender analysis 2. Establish GWGs 3. Produce gender audio drama & facemask 4. Produce GBV prevention/response information toolkit 5. Address workplace sexual violence via GBV training & workplace policy 6. Promotion of women in leadership via training)	0	6	4 (1. Gender analysis done 2. Gender working groups established to facilitate company-based gender mainstreaming 3. Produced gender audio drama to assist workplace gender conversation/dialogue 4. Published GBV prevention & response information toolkit & IWD face mask. 66.6% completed 0% completed (Planned for Y5 and 6)
	# of awareness creating trainings on promoting gender equality in labour relations (GBV and Women leadership) # of tannery managers and employees trained on gender	0 0	2 96	0% completed (planned for Y5 and 6)
Output 3. Investments (including MSMEs clusters) in/around Modjo Leather City for both domestic and foreign companies (including EU investors) are promoted.	# of initiatives performed for supporting in labor relations & OHS within MSME c (1. Preparation of safety signs/signage 2. OSH training 3. OSH policy 4. IEC/BCC materials 5. Reporting & recording system)	0	5	0% completed (planned for Y5 and 6)
	# of OSH training trainees participated	0	30	0% completed (planned for Y5 and 6)
	# of initiatives performed for supporting gender equality in labor relations within MSME cluster. (1. Establish GWGs 2. Develop workplace GBV/SH policy 3. Establish model day care)	0	3	0% completed (planned for Y5 and 6)
	# of awareness creating trainings on promoting gender equality in MSMEs (GBV and Women leadership) # of MSME employees trained on gender issues	0 0	2 40	0% completed (planned for Y5 and 6) 0% completed (planned for Y5 and 6)



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

Title:	Senior International Evaluation Consultant /Team Leader
Main Duty Station and Location:	Home-based
Missions:	Mission to/within Ethiopia
Start of Contract (EOD):	April 2025
End of Contract (COB):	July 2025
Number of Working Days:	45 working days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

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

The international senior evaluation consultant will evaluate the project in accordance with the evaluation-related terms of reference (TOR). The international senior evaluation consultant will lead the team while carrying out the following duties:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Determine key data to collect in the field and key data collection instruments.</p> <p>In coordination with the project management team and the national evaluator, determine the sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> ○ Evaluation questions, questionnaires/interview guides ○ Stakeholder mapping and draft list of stakeholders to be interviewed during field mission ○ List of sites to be visited during mission 	5 days	Home-based

<p>2. Prepare an inception report that 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.</p> <p>Confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <p>Provide guidance to the national evaluator to prepare a draft output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> ○ Inception report incl. draft theory of change and Evaluation matrix to submit to the Evaluation Manager for clearance. ○ Guidance to the national evaluator to prepare output analysis and technical reports. 	7 days	Home-based
<p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p> <p>Conduct preliminary interviews with key stakeholders prior to the mission</p>	<ul style="list-style-type: none"> ○ Detailed evaluation schedule with final mission agenda (incl. final list of stakeholders to interview and site visits); ○ Division of evaluation tasks with the National Consultant. ○ Interviews with key stakeholders 	4 days	Online
<p>4. Field mission to Ethiopia.</p> <p>Debriefing to project team and national stakeholders on preliminary evaluation findings.</p>	<ul style="list-style-type: none"> ○ Conduct meetings/interviews/surveys with relevant counterparts, project stakeholders, beneficiaries, for the collection of data and clarifications. ○ Debriefing, incl. PPT. ○ Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks. 	14 days (including travel days)	Specific project sites as identified during inception phase.
<p>5. Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR;</p> <p>Coordinate/Review the inputs from the National Consultant and consolidate into the draft evaluation report.</p> <p>Share the evaluation report with UNIDO Evaluation Unit and Project Management Team for feedback and</p>	Draft evaluation report.	10 days	Home-based

comments.			
6. HQ Debriefing: Presentation of overall findings and recommendations to the stakeholders at UNIDO HQ. Collect feedback and comments.	PowerPoint Presentation. Feedback collected and discussed.	1 day	Online
7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards.	Final evaluation report.	4 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in a field related to economics, development studies, international relations, public policy or public administration.

Technical and functional experience:

- A minimum of 20 years of experience in evaluation of development projects and programmes is required.
- Experience/Knowledge of multilateral technical cooperation and the UN, international development priorities and frameworks, as well as implementation of multilateral instruments is required.
- Good knowledge of UNIDO activities and working experience within the UN system is an asset.
- Working experience in developing countries is required.
- Familiarity with gender analysis tools and methodologies is an asset.
- Experience/knowledge in managing evaluation teams.
- Excellent analytical, drafting and presentation skills.

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 consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his

contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

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

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

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

Core competencies:

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

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

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

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



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

Title:	National Evaluation Consultant /Team Member
Main Duty Station and Location:	Home-based
Missions:	Mission within Ethiopia
Start of Contract (EOD):	April 2025
End of Contract (COB):	July 2025
Number of Working Days:	35 working days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

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

The national evaluation consultant will evaluate the project in accordance with the evaluation-related terms of reference (TOR). The international senior evaluation consultant will lead the team while carrying out the following duties:

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

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected Duration (Working Days)	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English);	Evaluation questions, questionnaires/interview guide A stakeholder mapping, in coordination with the project team and the evaluation team leader	5 days	Home-based

<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team, verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project.</p>	<p>Overview on technical issues and question previously identified with the Team leader</p> <p>Tables that present extent of achievement of project outputs</p> <p>Brief analysis of conditions relevant to the project</p>	5 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during field missions.</p>	3 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<p>Contribute presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	14 days (including travel days)	Ethiopia
<p>Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and prepare tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proofread the final version.</p>	<p>Part of the draft evaluation report prepared.</p>	8 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in economics, business administration, monitoring and evaluation, or other relevant discipline like developmental studies with a specialization in the agricultural and/or manufacturing sector.

Technical and functional experience:

- Excellent knowledge and competency in the agricultural and/or manufacturing sector
- Experience in evaluating project implementation in developing countries, with knowledge of dynamic industrial organizations—particularly in tanneries, along with expertise in health and safety improvements, quality and quantity value chains, technology transfer, and investment promotion, is an asset. Evaluation experience, including evaluation of development cooperation in developing countries is an asset.
- Exposure to the leather industries, technology transfer, job creation and investment promotion needs, conditions, and challenges in Ethiopia.
- Familiarity with gender analysis tools, methodologies is an asset.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English. Knowledge of local languages Amharic and/or Oromo is desirable.

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 exist and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

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

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

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

Core competencies:

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

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our

colleagues and supervisors, 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.

DRAFT

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

Abstract

Contents

Acknowledgements

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- 1.2 Evaluation Objectives and Scope
- 1.3 Theory of Change
- 1.4 Methodology
- 1.5 Limitations

2. Project Background and Context

- 2.1 Project factsheet

3. Findings

- 3.1 Project Design
- 3.2 Relevance
- 3.3 Coherence
- 3.4 Effectiveness
- 3.5 Efficiency
- 3.6 Sustainability
- 3.7 Progress to Impact
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4. Conclusions and Recommendations

- 4.1 Conclusions
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- Annex 1: Evaluation Terms of Reference
- Annex 2: Evaluation Framework / Matrix
- Annex 3: List of Documentation Reviewed
- Annex 4: List of Stakeholders Consulted
- Annex 5: Project Theory of Change / Logframe
- Annex 6: Details on Primary Data Collection Instruments
- Annex 7: Details on Survey / Questionnaire
- Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 4: Quality checklist

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