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INDUSTRIAL DEVELOPMENT ORGANIZATION



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independent  
evaluation

Independent Terminal Evaluation of the project  
“Inclusive and Sustainable Industrial Development for Job creation in  
Ethiopia and Senegal” (190092)

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Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT  
INDEPENDENT EVALUATION UNIT**

**Independent Terminal Evaluation**

**INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT FOR  
JOB CREATION IN ETHIOPIA AND SENEGAL**

**Project ID 190092**



**UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, March 2024

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## Abstract

This report presents the independent terminal evaluation of the project entitled Inclusive and Sustainable Industrial Development for Job Creation in Ethiopia and Senegal (UNIDO project ID 190092), funded by the Government of Germany and executed by UNIDO from December 2019 to December 2023. The project, with a budget of 8 million Euros, was part of Germany's Special Initiative “Decent Work for a Just Transition” and aimed at mitigating youth unemployment challenges in Ethiopia and Senegal through training and skills development stimulating private sector investment, and mainstreaming legal and policy instruments and mechanisms.

Key findings reveal the project's achievement in demonstrating the potential for employability and job creation, primarily through the adoption of value chain approaches in agro-industry in Ethiopia, and the UNIDO IDEA approach for youth entrepreneurship development in Senegal. Overall, the project's achievements have been significant more on a qualitative level than quantitatively due to its demonstrative nature.

Despite challenges posed by the COVID-19 pandemic, a low number of investors in the integrated agro-industrial park in Ethiopia and the non-completion of the Agropole Sud in Senegal, the project surpassed most predefined targets, creating and improving over 3,000 jobs in both countries combined, with notable emphasis on youth, women, and smallholder farmers. Moreover, significant efforts were made to support SMEs and enhance the working conditions of employees through targeted training initiatives.

Recommendations of the evaluation aim to enhance the sustainability of the project's benefits, emphasizing the importance of continued policy support, investment attraction, and capacity building. Additionally, the evaluation highlights valuable lessons learned, underscoring the importance of adaptive approaches in the face of unforeseen challenges and the potential for replicability in similar contexts.

In conclusion, while facing inevitable obstacles, the project achieved commendable outcomes in promoting inclusive and sustainable industrial development, thus contributing to economic transformation and job creation in Ethiopia and Senegal.

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## Abbreviations and Acronyms

Abbreviation	Meaning
ACPZ	Agro-Commodity Procurement Zone
AfDB	African Development Bank
AGRF	Africa Food System Forum
AICS	Italian Agency for Development Cooperation
APIX	Agence pour la Promotion des Investissements et des grands travaux
BEL	Local Economic Office
B2B	Business to Business
BMZ	German Federal Ministry for Economic Cooperation and Development
CCF	Collateralized Commodity Financing
CSO	Civil Society Organization
DER/FJ	Délégation Générale à l'Entreprenariat Rapide des Femmes et des Jeunes General (Delegation for rapid entrepreneurship for women and youth)
DfID	Department for International Development
EIC	Ethiopian Investment Commission
ETB	Ethiopian Birr
FAO	Food and Agriculture Organization
FCA	Federal Cooperatives Agency
FCU	Farmers' Cooperatives Union
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
GDP	Gross Development Product
GIE	Economic Interest Group
GIZ	German International Cooperation Agency
GTP	Growth and Transformation Plan
HDI	Human Development Index
HQs	Headquarters
IAIP	Integrated Agro-Industrial Park
IEU	Independent Evaluation Unit
ILO	International Labor Organization
IPDC	Industrial Parks Development Corporation
ISID	Inclusive Sustainable Industrial Development
KII	Key Informant Interview
KPI	Key Performance Indicator
Mol	Ministry of Industry
M&E	Monitoring and Evaluation
MSME	Micro and Small Medium Enterprise
MTR	Mid-Term Review
n.d.	Not defined
ONDDL	National Observatory for Decentralization and Local Development
PAP	Priority Action Plan
PC	Primary Cooperative

PCP	Programme for Country Partnership
PSE	Programme Senegal Emergent
RBM	Result Based Management
RAET	Territorial Economic Animation Network
RIPDC	Regional Industrial Parks Development Corporation
RTC	Rural Transformation Centre
SDG	Sustainable Development Goal
SEZ	Special Economic Zone
SIET	Territorial Economic Information System
SNNP	Southern Nations, Nationalities and Peoples' Region
SOCAAS	Société Coopérative des Acteurs de l'Agropole Sud
TE	Terminal Evaluation
ToC	Theory of Change
ToRs	Terms of Reference
UNIDO	United Nations Industrial Development Organization
WRS	Warehouse System Directive

## 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 objectives of a development intervention were or are expected to be achieved.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.

Term	Definition
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results-Based Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms.
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. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

## Executive Summary

This report is the independent terminal evaluation of the project entitled Inclusive and Sustainable Industrial Development for Job creation in Ethiopia and Senegal (UNIDO project ID 190092), financed by the Government of Germany and implemented by UNIDO from December 2019 to December 2023.

This Euro 8 million project was part of the Special Initiative “Decent work for a Just transition” of the German cooperation in response to Youth unemployment challenges in Africa. Its overall objective was to increase employment opportunities in agro-industrial and allied sectors in the two selected countries, Ethiopia and Senegal, to contribute to the structural transformation of their economies. More specifically, the project was expected, at:

- Micro level, to support Youth, Women, and small holder farmers to adopt sound and environmentally sustainable practices to create employment and income opportunities;
- Meso level, to increase the delivery of support services to MSMEs, Youth, Women, cooperatives, and small holder Farmers;
- Macro level, to support the governments of Senegal and Ethiopia mainstreaming legal and policy instruments/mechanisms for job creation and investments promotion into national policies.

The objectives of the terminal evaluation conducted between October and December 2023 by a team of three independent evaluators (one international senior evaluator team leader and two national evaluators, one in Ethiopia and one in Senegal) were to:

- 1) Assess the project performance in terms of relevance, coherence, effectiveness, efficiency, sustainability and progress towards impact;
- 2) Provide constructive and actionable recommendations based on the findings that could contribute to the sustainability of the project’s achieved benefits, and
- 3) Outline the lessons learned and the best practices.

### Methodology

The Evaluation team adopted a participatory and consultative approach throughout the evaluation process in order to ensure a close engagement with all key parties involved in the project.

Data collection methods included a desk review of more than 75 relevant documents and background information on the project, about 72 interviews of key informants from the public, private and civil society sectors. In addition, 15 focus group discussions (FGDs) were conducted in both countries.

Country visits by the Team Leader took place in Senegal from October 29 to November 7, 2023, and in Ethiopia from November 12 to 23, 2023.

### Key Findings

Overall, the project successfully demonstrated employability and job creation potential in both countries, through the implementation of the value chain approach in agro-industry in Ethiopia and the UNIDO IDEA approach for Youth entrepreneurship development in Senegal.

In both countries, project's achievements have been significant, more on a qualitative level than quantitatively due to its demonstrative nature with a somehow limited initial duration. The project was also negatively affected by the COVID-19 crisis in 2020, the low number of investors established in the integrated agro-industrial parks in Ethiopia and the non-completion of the Agropole Sud in Senegal.

However, in Ethiopia, 1,044 jobs were created, and 525 jobs improved in 138 and 22 MSMEs respectively, exceeding the pre-defined targets. In Senegal, 1,920 jobs were created or retained, including 381 during the COVID-19 crisis. In total, 177 SMEs were supported with the aim of improving the working conditions of employees and 739 people trained on various relevant subjects.

### Project ratings

#	Evaluation criteria	Rating	
		ETHIOPIA	SENEGAL
<b>A</b>	<b>Progress to Impact</b>	MS	MS
<b>B</b>	<b>Project design</b>		
1	• Overall design	MS	MS
2	• Project results framework/log frame	S	S
<b>C</b>	<b>Project performance and progress towards results</b>		
1	• Relevance	HS	HS
2	• Coherence	S	MS
3	• Effectiveness	S	S
4	• Efficiency	MS	MS
5	• Sustainability of benefits	MS	MS
<b>D</b>	<b>Gender mainstreaming</b>	MS	MS
<b>E</b>	<b>Project implementation management</b>		
1	• Results-based management (RBM)	S	S
2	• Monitoring and Evaluation, Reporting	S	MS
<b>F</b>	<b>Performance of partners</b>		
1	• UNIDO		S
2	• National counterparts		S
3	• BMZ		S
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>		
<b>1</b>	• Environmental Safeguards	MS	S
<b>2</b>	• Social Safeguards, Disability and Human Rights	S	S
<b>H</b>	<b>Overall Assessment</b>	MS	MS

HS: Highly satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory.

## **Key recommendations for project components in:**

### **Ethiopia**

1. Implement recommendations included in the communication strategy/action plan developed by the project to accelerate the attraction of foreign/domestic investors in the Industrial Park Development Corporations (IPDCs).
2. Advocate with other microfinance institutions (MFIs) to facilitate access to loans for MSMEs and cooperatives.
3. Develop exchanges between Industrial Park Development Corporations (IPDCs)/Unions to share lessons learned and best practices.
4. Plan and identify actions for hand-over after project closure, including scaling-up the Collateralized Commodity Financing (CCF) mechanism.
5. Keep updating the Integrated Agro-Industrial Parks (IAPIs) website, which is an important attracting tool for investors.

### **Senegal**

6. Put in place an incentive regulatory framework for the Specialized Economic Zones (SEZs) based on the recommendations included in the various studies conducted by the project.
7. Develop a project exit strategy, which will serve as a road map for mobilizing other donors for the consolidation and sustainability of project results.
8. Decide with relevant persons in the Government on the future of the co-financing made available to the DER/FJ<sup>1</sup> (institution in charge of providing loans to women and youth entrepreneurs) by the project, once it has been reimbursed by the beneficiaries, in order to sustain this financial mechanism.

### **Lessons Learned**

- Projects dealing with jobs creation in agriculture and allied sectors (in particular for those depending on seasonal products) require a longer duration (more than 36 months) to ensure that provided support goes beyond the maturity phase for newly created MSMEs and that jobs are sustained.
- It is important to consider the context of a project and ensure that prerequisites and assumptions are met before initiating implementation thus avoiding having to make adjustments that alter the initial approach and may cause delays.
- The ability of the project team to mobilize all stakeholders and encourage collaborative teamwork is critical to favor ownership by stakeholders, project's anchoring and to sustain its achievements/benefits. A convening power (such as that of the UNIDO project teams in the two countries) is essential.
- The linking of the project to other UNIDO projects and programmes included in the PCP ensures a consistency in UNIDO's interventions in the country, prospects for capitalizing on good practices and developing synergies and complementarities, allowing to optimize the impact of UNIDO's support in the country.

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<sup>1</sup> Délégation Générale à l'Entreprenariat Rapide des Femmes et des Jeunes  
General (Delegation for rapid entrepreneurship for women and youth)

- When selecting MSMEs/Cooperatives to support, in a demonstration project, develop criteria to choose the most motivated candidates, with an entrepreneurial spirit, to increase the probabilities of success and use these experiences as models for other potential entrepreneurs. It should be ensured that the selected MSMEs/Cooperatives/activities are environmentally friendly.
- The creation of platforms for sharing and exchanging information must be done from the start of the project in order to benefit from sufficient support during the implementation of the project and to facilitate their anchoring and appropriation by the structures in charge of the development of the country, for greater sustainability.

## Résumé exécutif

Ce rapport constitue l'évaluation finale indépendante du projet intitulé Développement industriel inclusif et durable pour la création d'emplois en Éthiopie et Sénégal (ONUDI numéro de projet 190092), financé par le gouvernement allemand et mis en œuvre par l'ONUDI, de décembre 2019 à décembre 2023.

Ce projet de 8 millions d'euros s'inscrit dans le cadre de l'Initiative Spéciale « Travail décent pour une transition juste » de la coopération allemande en réponse aux défis du chômage des jeunes en Afrique.

Son objectif global était d'augmenter les opportunités d'emploi dans les secteurs agro-industriels et connexes dans les deux pays sélectionnés, l'Éthiopie et le Sénégal, afin de contribuer à la transformation structurelle de leur économie.

Plus spécifiquement, le projet visait :

- Au niveau micro, à aider les jeunes, les femmes et les petits agriculteurs à adopter des pratiques saines et écologiquement durables pour créer des opportunités d'emploi et de revenus,
- Au niveau méso, à accroître les prestations de services de soutien aux MPME, aux jeunes, aux femmes, aux coopératives et aux petits exploitants agricoles,
- Au niveau macro, à aider les gouvernements du Sénégal et de l'Éthiopie à intégrer des instruments/mécanismes juridiques et politiques pour la création d'emplois et la promotion des investissements dans leurs politiques nationales.

Les objectifs de l'évaluation finale, menée entre le 16 octobre et le 22 décembre 2023, par une équipe de trois évaluateurs indépendants (une cheffe d'équipe internationale évaluatrice senior et deux évaluateurs nationaux, un en Éthiopie et un au Sénégal) étaient les suivants :

- 1) Évaluer la performance du projet en termes de pertinence, de cohérence, d'efficacité, d'efficience, de durabilité et de progrès vers l'impact,
- 2) Fournir des recommandations constructives et exploitables basées sur les résultats qui pourraient contribuer à la durabilité des acquis obtenus par le projet, et
- 3) Tirer les enseignements du projet.

### Méthodologie

L'équipe d'évaluation a adopté une approche participative et consultative tout au long du processus d'évaluation afin de garantir un fort engagement de toutes les parties impliquées dans le projet.

Les méthodes de collecte de données ont inclus une étude documentaire de plus de 75 documents pertinents et informations générales sur le projet, environ 72 entretiens avec des informateurs clés issus du secteur public, privé et de la société civile et 15 discussions de groupe qui ont été menés dans les deux pays.

Les visites de pays de la cheffe d'équipe ont eu lieu au Sénégal du 29 octobre au 7 novembre 2023 et en Éthiopie du 12 au 23 novembre 2023.

### Principales conclusions

Dans l'ensemble, le projet a démontré avec succès le potentiel d'employabilité et de création d'emplois dans les deux pays, grâce à la mise en œuvre de l'approche de chaîne

de valeur dans l'agro-industrie en Éthiopie et de l'approche IDEA de l'ONUDI pour le développement de l'entrepreneuriat des jeunes au Sénégal.

Dans les deux pays, les réalisations du projet ont été significatives, plus sur le plan qualitatif que quantitatif en raison de sa nature démonstrative, sur une durée initiale insuffisante. Le projet a également été affecté négativement par la crise du COVID-19 en 2020, par le faible nombre d'investisseurs installés dans les parcs agro-industriels intégrés en Éthiopie et le non-achèvement de l'Agropole Sud au Sénégal.

Cependant, en Éthiopie, 1 044 emplois ont été créés et 525 emplois améliorés dans 138 et 22 MPME respectivement, dépassant les cibles prédéfinies. Au Sénégal, 1920 emplois ont été créés ou conservés dont 381 pendant la crise du COVID-19. En tout, 177 PME ont été soutenues dans le but d'améliorer les conditions de travail des employés et 739 personnes formées sur différents sujets pertinents.

### Notation du projet

#	Critères d'évaluation	Note	
		ETHIOPIE	SENEGAL
<b>A</b>	<b>Progrès vers l'impact</b>	MS	MS
<b>B</b>	<b>Conception du projet</b>		
1	• Conception générale	MS	MS
2	• Cadre de résultats/cadre logique du projet	S	S
<b>C</b>	<b>Performance du projet et progress vers les résultats</b>		
1	• Pertinence	HS	HS
2	• Cohérence	S	MS
3	• Efficacité	S	S
4	• Efficience	MS	MS
5	• Durabilité	MS	MS
<b>D</b>	<b>Intégration de la dimension genre</b>	MS	MS
<b>E</b>	<b>Gestion du projet</b>		
1	• Gestion axée sur les résultats (GAR)	S	S
2	• Suivi et évaluation, rapport	S	MS
<b>F</b>	<b>Performance des partenaires</b>		
1	• ONUDI	S	
2	• Partenaires nationaux	S	
3	• BMZ	S	
<b>G</b>	<b>Prise en compte dimensions environnementales et sociales, inclusion du handicap et droits humains</b>		
1	• Sauvegardes environnementales	MS	S
2	• Sauvegardes sociales, handicap et Droits humains	S	S
<b>H</b>	<b>Note globale</b>	MS	MS

HS: hautement satisfaisant ; S: satisfaisant; MS: moyennement satisfaisant; MI: moyennement insatisfaisant; I: Insatisfaisant ; HI: hautement insatisfaisant.

## **Principales recommandations pour les composantes en:**

### **ETHIOPIE**

1. Mettre en œuvre les recommandations incluses dans la stratégie de communication/plan d'action élaboré par le projet pour accélérer l'attraction des investisseurs étrangers/nationaux dans les sociétés de développement des parcs industriels.
2. Effectuer un plaidoyer auprès d'autres institutions de micro financements pour faciliter l'accès aux prêts des MPME et des coopératives.
3. Favoriser les échanges entre les parcs agro-industriels /syndicats de coopératives afin de partager les enseignements tirés et les meilleures pratiques.
4. Identifier et planifier les actions de passation après la clôture du projet, y compris pour la mise à l'échelle du mécanisme financier CCF
5. Assurer la mise à jour du sites web du IAIP<sup>2</sup>, qui est un outil important pour attirer les investisseurs.

### **SENEGAL**

6. Mettre en place un cadre réglementaire incitatif pour les Zones Économiques Spécialisées (ZES) sur la base des recommandations incluses dans les différentes études menées par le projet.
7. Préparer une stratégie de sortie du projet qui servira de feuille de route pour mobiliser d'autres donateurs pour la consolidation et la durabilité des résultats du projet.
8. Décider avec les personnes compétentes du Gouvernement de l'avenir du cofinancement mis à la disposition de la DER/FJ (Institution en charge de l'octroi de prêts aux femmes et aux jeunes entrepreneurs) par le projet, une fois qu'il sera remboursé par les bénéficiaires, en afin de pérenniser ce mécanisme financier.

### **Enseignements tirés**

- Les projets portant sur la création d'emplois dans l'agriculture et les secteurs connexes (en particulier pour ceux qui dépendent de produits saisonniers) nécessitent une durée de projet plus longue (supérieure à 36 mois) afin de garantir un accompagnement suffisant, au-delà de la phase de maturité des MPME nouvellement créées et que les emplois créés soient durables.
- Il est important de considérer le contexte d'un projet et de s'assurer que les conditions préalables et les hypothèses sont remplies avant de lancer sa mise en œuvre afin d'éviter d'avoir à faire des ajustements modifiant l'approche initiale et entraînant des retards.
- La capacité de l'équipe du projet à mobiliser toutes les parties prenantes et à encourager un travail collaboratif est essentielle pour favoriser l'appropriation par les parties prenantes, l'ancrage du projet et pérenniser ses acquis/bénéfices. Un pouvoir fédérateur (comme celui des équipes de projet de l'ONUDI dans les deux pays) est essentiel.

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<sup>2</sup> Integrated Agro-Industrial Parks

- L'articulation du projet avec d'autres projets et programmes de l'ONUDI inclus dans le PCP assure une cohérence dans les interventions de l'ONUDI dans le pays, des perspectives de capitalisation des bonnes pratiques et de développement de synergies et de complémentarités, permettant d'optimiser l'impact de l'appui de l'ONUDI dans le pays.
- Lors de la sélection des MPME/Coopératives à appuyer, dans un projet de démonstration, développer des critères permettant de choisir les candidats les plus motivés, dotés d'un esprit d'entrepreneurial, et ce pour augmenter les probabilités de réussite et utiliser ces expériences comme modèles pour les autres entrepreneurs potentiels et s'assurer également que les activités sélectionnées à développer soient respectueuses de l'environnement.
- La création de plateformes de partage et d'échange d'informations doit se faire dès le début du projet afin de bénéficier d'un accompagnement suffisant lors de la mise en œuvre du projet et de faciliter leur ancrage et leur appropriation par les structures en charge du développement du pays, et ce, pour une plus grande durabilité.

## Introduction

The independent terminal evaluation (TE) of the project *Inclusive and Sustainable Industrial Development for Job Creation* was commissioned by UNIDO and was conducted from October to December 2023 by a team of three independent evaluators. One international team leader was assisted by a national evaluator in each of the two targeted countries, Ethiopia, and Senegal.

None of the three evaluators had participated in the preparation, formulation or implementation of the project and, therefore, no conflict of interest on their part that could affect the findings and results of this evaluation.

Internationally recognized ethical standards for research and evaluation have been applied, which means that all interviews and focus group discussions have been carried out with the prior, informed, and voluntary consent of respondents. Confidentiality and anonymity of all participants in the evaluation have been respected.

The TE was carried out in accordance with the “*Charter of the Office of Evaluation and Internal Oversight*”, the “*UNIDO Evaluation Policy*”<sup>3</sup>. It was guided by the *UNIDO Evaluation Manual*<sup>4</sup>, the “*UNIDO Guidelines for the Technical Cooperation Programmes and Projects*” and by the terms of reference (TORs) developed by the UNIDO project team in Vienna.

### 1.1. Evaluation Purpose

The overall purpose of this TE is to provide an independent assessment of the project performance and results in Ethiopia and Senegal. As an important learning and accountability tool, it is expected to increase the knowledge and understanding of the benefits and challenges of this intervention as well as and to provide recommendations and extract lessons learned for enhancing the design and implementation of future UNIDO projects.

### 1.2. Evaluation Objectives and Scope

The specific objectives of the terminal evaluation are to:

- 4) Assess the project performance in terms of relevance, coherence, effectiveness, efficiency, sustainability and progress towards impact,
- 5) Provide constructive and actionable recommendations based on the findings that could contribute to the sustainability of the project’s achieved benefits and
- 6) Outline the lessons learned.

The terminal evaluation covered the whole duration of the project, from its starting date, in December 2019 to the actual completion date, on 31 December 2023, in Ethiopia and Senegal.

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<sup>3</sup> UNIDO Evaluation Policy, Director General’s Bulletin DGB/2021/11

<sup>4</sup> <https://www.unido.org/resources/evaluation-and-internal-oversight/evaluation/resources/manual>

### 1.3. Project Theory of Change

The theory of change (ToC) of a project describes the logic behind the intervention, including a description of the inputs, outputs, outcomes, intermediate states, and intended long-term impacts through which change is expected to occur thanks to the intervention.

The project document did not include a theory of change per se but a brief description of the project intervention logic in the two targeted countries. A table summarizing assumptions/risks, risk levels and mitigation measures was also included. The project logical framework described the expected impact, outcomes and outputs as well as activities to be implemented along with a battery of performance indicators and targets.

However, there is no detailed narrative text to outline the causal linkages, the sequence of expected changes that could lead to the desired ultimate impact. This would also have included the hypotheses (factors that can influence the project's implementation but are beyond the project's control) and enablers (factors that could be addressed by the project).

As a result, the evaluation team reconstructed the ToC using the planning documentation, such as the project document and information gathered from the log frame matrix in order to explain how interventions interact within a given system and can be conducive to transformation.

According to the interviews conducted and in the opinion of the evaluation team, the project ToC was judged as very relevant to increase employment opportunities in agro-industrial and allied sectors both in Ethiopia and Senegal and continues as such. This was also confirmed by the project MTR.

Indeed, the holistic approach (intervention at macro, meso and micro levels) proposed by the project through its three outcomes, which were tightly designed as a collective result, was perfectly logic, coherent and adapted to produce the desired goal. It has also proven itself over the years in many previous projects implemented by UNIDO.

However, the project turned out to be very ambitious for its initial duration. Even the 6-month no cost extension allocated twice given the circumstances that prevailed during implementation (COVID-19 and socio-political unrests in both countries) were not enough to consolidate project's achievements. Most MSMEs created are still in their maturity phase and need additional skills and time to fully operate, agro-industrial parks in Ethiopia are not well populated by investors as expected, the South Agropole in Casamance is not yet operational, the new policies or mechanisms developed by the project are not yet adopted in Senegal or are still in the process of being up scaled in Ethiopia.

### 1.4. Evaluation Methodology

The Evaluation team has adopted a participatory and consultative approach throughout the evaluation process in order to ensure a close engagement with all key parties involved in the project, including the project teams, UNIDO HQs, main counterparts at national, regional and local levels, all co-implementing partners as well as the project direct beneficiaries, with a gender balanced lens, whenever possible.

Throughout the evaluation, during data collection and analysis, the Evaluation team applied the principle of triangulation meaning a cross-verification of all hypotheses or observations made, from at least two sources, in applying different methods of data collection, to ensure the validity and credibility of the findings and the production of tangible evidence to support them.

Data collection methods have included a desk review of all relevant documents and pertinent background information on the project, provided by UNIDO HQs and project teams or collected on reliable internet sources and which have been reviewed prior to the in-country missions and throughout the evaluation process as well.

About 72 key informant interviews (KIIs) and 15 focus group discussions (FGDs) were conducted in both countries. Country visits by the Team Leader (TL) took place in Senegal from October 29 to November 7, 2023, and in Ethiopia from November 12 to 23, 2023.

**Table 1: Data collection tools**

	<b>Ethiopia</b>	<b>Senegal</b>	<b>UNIDO HQ</b>
<b>KIIs</b>	32 Males/ 5 females	30 Males/ 5 females	
<b>FGDs</b>	36 Males/20 Females	3 Males/ 8 Females	
<b>Remote interviews</b>			2 Males/3 females

Data collected was aimed at responding to a list of evaluative questions included in the evaluation matrix, structured around the OECD/DAC criteria of relevance, coherence, efficiency, effectiveness, sustainability, and progress towards Impact. Furthermore, specific questions related to project design and cross-cutting issues such as gender mainstreaming, environmental safeguards and social considerations, monitoring and evaluation (M&E), Results based management (RBM), and performance of partners have also been assessed in both countries.

Data analysis was both qualitative and quantitative. The qualitative analysis was based on a common evaluation practice that consists of the construction by the team of evaluators of preliminary hypotheses from the information gathered during the documentary review and the preliminary interviews with the project teams as well as from the ToC which are then verified/tested during the face to face/virtual interviews, focus group discussions, and field observations in the project sites.

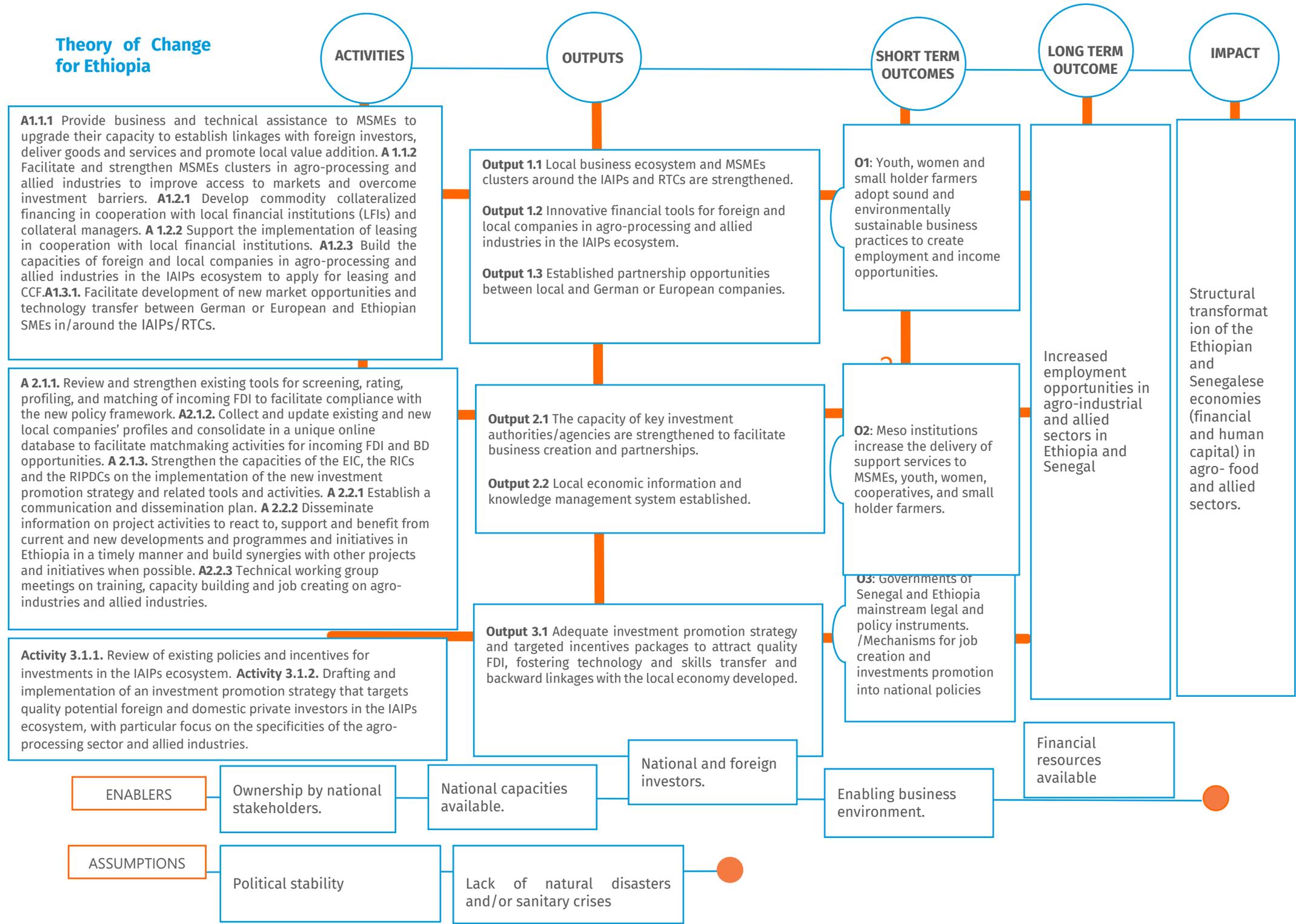
With regard to the quantitative analysis, it was measured by two means: 1) information of the project performance indicators (BMZ KPIs and UNIDO IRPF indicators) and 2) a six-point satisfaction scale that has been applied to the different criteria to quantify the judgment of the evaluators. In addition, the Efficiency index (expressed by the ratio between the physical execution rate (level of achievements against targets at outcome level) over the % of financial disbursement) for each country was tentatively calculated.

Since an MTR was recently completed (in 2022) in both countries, the TE sought to update the project's achievements. It particularly focused on sustainability's issues of the project results and early signs of transformational changes to which the project would have contributed. Lessons learned and best practices were also particularly taken into account to serve future projects.

## 1.5. Limitations

The field missions in Ethiopia and Senegal took place very satisfactorily in accordance with the prepared agendas. No significant limitations were encountered for this TE apart from the unavailability of certain key informants in Senegal during the team leader's mission and the impossibility of traveling to certain project sites in Ethiopia for security reasons (Amhara and Tigray). Missed planned meetings were rescheduled in Senegal and finally took place, but this came to some extent at the expense of additional interviews. For Ethiopia, the evaluation team was able to rely on project reports and interviewed the UNIDO Amhara regional coordinator who was present throughout the mission.

# Theory of Change for Ethiopia



# Theory of Change for Senegal



Feasibility study on values chains of the Southern Agro-pole. Mapping of economic dynamics and initiatives with high employment potential in the 3 regions. Appropriate technologies and processes for the valorisation of wastes for the consolidation/creation of wealth and decent jobs. Identification of stakeholders (institutional, technical, and financial). Investment/entrepreneurship forum involving local, national, and international stakeholders/the diaspora. Validation with Local and national counterparts. Communication and mobilization strategy for partners and territorial actors. Capacity needs of support structures. Training and CB workshops for support structures/Entrepreneurship & Employment. Needs of existing/potential new SMEs. Entrepreneurship training sessions on relevant topics, with a focus on youth. Post-training coaching sessions. Meeting point sessions/seminars to bring together all involved stakeholders. Information and awareness workshop on local economic development and the implementation of Agro-poles. Setting up a new and/or reinforcing of the inter-regional and regional Task Force. Operational plan (including M&E system) for clusters developed and operated. Pool of economic animation facilitators. Workshop consultations on territorialization of public policy of cluster dev.

Mapping of the financial support structures in the Casamance cluster. Gap analysis between available financial and non-financial services and the SMEs needs. Structuring the fin & Tech support mechanism. Workshop on the financial and non-financial mechanism to be implemented. Trainings & CB sessions on entrepreneurship, employability, and access to finance. Workshop to launch the process of implementation of the local economic information and knowledge management system. Business model of the local economic information and knowledge management system. Setting up the observatory (IP platform).

Develop, validate, and disseminate a mainstreaming strategy. Support drafting of legal documents related to the administration and management of SEZs. Amend existing law and incentive schemes. Strategic framework to monitor the social and environmental national wide impact of the park. New model of collective services. Needs of the potential enterprises to populate the park. Pre-feasibility and commercial viability studies: master plans, estimation of cost/benefits. Investment/business plan of the new park.

Activity 3.3.8: Conduct a pre-feasibility and commercial viability studies: master plans, estimation of cost/benefits

**ENABLERS**

Ownership by national stakeholders

National capacities available

National and Foreign investors.

Enabling business environment

Financial resources available

Activity 3.3.9: Develop the investment plan for the new park

**ASSUMPTIONS**

Political stability

Lack of natural disasters and/or sanitary crises.

**Output 1.4** The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorised.  
**Output 1.5** Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided.  
**Output 1.6** Networks and clusters in Casamance towards sustainable enterprise growth are established.

**Output 2.3** Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships.  
**Output 2.4** Local economic information and knowledge management system as well as observatory established.

**Output 3.2** Business/entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies / strategies.  
**Output 3.3** Legal and institutional framework of Special Economic Zones (industrial parks, agro poles, etc....) with emphasis on Diamniadio.

**O1:** Youth, women, and small holder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities.

**O2:** Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives, and small holder farmers.

**O3:** Governments of Senegal and Ethiopia mainstream legal and policy instrum./mechanisms for job creation and investments promotion into national policies

Increased employment opportunities in agro-industrial and allied sectors in Ethiopia and Senegal

Structural transformation of the Ethiopian and Senegalese economies (financial and human capital) in agro- food and allied sectors.

Table 2 Assessment of the quality of the project’s logical framework

CRITERIA	ASSESSMENT	RATING
1. Impact	Quite ambitious and lacks precision.	Satisfactory
2. Outcomes	The three expected outcomes address the identified root causes of unemployment, lack of skills particularly for youth and women, technology transfer and investment challenges for MSMEs/PCs/NGOs. The challenge of financial mechanisms is integrated into result 2. Given its critical aspect, it would have deserved to be the subject of an outcome on its own.	Satisfactory
3. Outputs	Outputs have been well defined.	Satisfactory
4. Causal linkages	The different levels (activities, outputs, outcomes, long-term objective and impact) are presented in the project log-frame, but the causal linkages are not explicitly described in the narrative of the project document.	Moderately satisfactory
5. Assumptions	Assumptions are identified along with risk levels and mitigation measures.	Satisfactory
6. Drivers of change	The drivers of change are not explicitly mentioned. They can only be guessed in the part which describes the project's intervention in each country.	Moderately satisfactory
8. Narrative and visualization	There is no concise easy-to-understand narrative nor visualization of the project theory of change in the project document.	Moderately satisfactory
<b>OVERALL ASSESSMENT</b>		<b>SATISFACTORY</b>

## Project Background and Context

### 2.1. Ethiopia’s context

Ethiopia’s current population is about 115 million and is expected to surpass 210 million by the end of 2060, with a growing rate of 2.63% annually with no projected peak year or period of decline. The median age in Ethiopia is approximately 17.9 years of age where 60% of the population is under the age of 25 and only 49% of the population over 15 years of age is literate and many children only attend school for 8 or 9 years<sup>5</sup>.

Over the past 15 years, Ethiopia’s economy has been among the fastest growing in the world (at an average of 9.5% per year). According to the last UNDP Human Development Report (HDR) published in 2022, Ethiopia ranks 175 out of 191 countries on the Human Development Index (HDI) whose value is 0.498<sup>6</sup>. The unemployment rate is 8.0%. Looking at unemployment

<sup>5</sup> As per the 2022 World Population Review. [worldpopulationreview.com](https://worldpopulationreview.com)

<sup>6</sup> Human development report 2021/2022. <https://www.capitalethiopia.com/2022/09/11/ethiopia-ranks-175-out-of-191-countries-on-the-human-development-index/#:~:text=Ethiopia%20ranks%20175%20out%20of%20191%20countries%20on%20the%20Human%20Development%20Index&text=Ethiopia%20ranked%20175th%20out%20of,a%20low%20human%20development%20category.>

by sex, it appears that the female unemployment rate is about 11.7%, which is more than double than the male's unemployment rate of 5.0% at national level.

The data on education depicts self-reported literacy is 57% for males and 43% for females. With regard to school attendance, about 35% of boys and girls aged 7–18 years are not in school. Traditional gender norms, a high burden of domestic work (especially for girls), long distances to school are some of the barriers to education. Many of the out-of-school children are from pastoralist, internally displaced or refugee communities<sup>7</sup>.

As far as economic activities, agriculture (farming or livestock) is practiced by 96% of rural households. On average, rural households own 1ha of land, but while on average male-headed households own 1.12 ha, female-headed households own 0.6 ha. In terms of participation, about 49% of female household members engage in these activities daily, compared with only 25% of male members (Central Statistics Agency, 2021). Agriculture continues to play a predominant role in absorbing the rural employed persons (77.3%), while the services sector is more popular in urban areas (73.4%).

In Ethiopia, the services sector was the largest in terms of economic output, accounting for 45% of the value added and 15% of employment in 2019. The global pattern has changed over time as services are now creating more jobs and manufacturing less, a sign of premature deindustrialization. Building on manufacturing as a driver for growth, Ethiopia has increasingly attracted investors for its manufacturing facilities. Most of these investors recognize Ethiopia as a prime investment destination not solely based on its encouraging expected growth rates, but due to other positive factors as well such as low production costs and stability<sup>8</sup> (in 2017).

Despite the faster and high economic growth that was realized over the past ten years, the economy has encountered several challenges in terms of sustaining the growth and making all citizens equitably benefit from the growth proceeds (failure to ensure quality economic growth, external debt distress, imbalance between domestic savings and investment, challenges to stabilize inflation, rise in unemployment, sluggish structural transformation and weak sectoral linkages, poor capacity to mobilize domestic resources, limited accessibility of financial institutions)<sup>9</sup>. The instability and security crisis in Amhara and Tigray regions are also challenging for the economic growth and development.

In Ethiopia, the development sector is largely dominated by the MSMEs that have a potential for employment opportunity since they can be established and managed with a small capital and labor force. They also give freedom and time to exercise creativity and risk taking to produce goods and services where it gives young people the capacity to be productive and innovative to establish income-generating activities and sustain their life. However, these MSMEs face various challenges such as their inability to satisfy customers' needs, lack of strong marketing strategies, inability to gain a better share of market opportunities, and the desire to make quick profits<sup>10</sup>.

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<sup>7</sup> UNICEF Ethiopia/2021/ Tadesse,, <https://www.statsethiopia.gov.et/wp-content/uploads/2022/01/THE-2021-LABOUR-FORCE-AND-MIGRATION-SURVEY-STATISTICAL-REPORT-1.pdf>.

<sup>8</sup> Aglionby, J. (2017, July 3). Ethiopia bids to become the last development frontier. Financial Times. Retrieved November 10, 2017, from <https://www.ft.com/content/76968dc4-445f-11e7-8d27-59b4dd6296b8?mhq5j=e7>

<sup>9</sup> Ten years development plan; the pathway to prosperity 2021-2030; [https://www.ircwash.org/sites/default/files/ten\\_year\\_development\\_plan\\_a\\_pathway\\_to\\_prosperity.2021-2030\\_version.pdf](https://www.ircwash.org/sites/default/files/ten_year_development_plan_a_pathway_to_prosperity.2021-2030_version.pdf)

<sup>10</sup> African Development Fund (2021). Productivity Enhancement Support to the Integrated Agro-Industrial Parks & Youth Employment (PESAPYE), Project Appraisal Report, Ethiopia.

MSMEs are also recognized by the government policy making structures as a potential source for employment opportunities and contributing to a country's GDP. This started since the introduction of the Micro and Small Enterprises Development and Promotion Strategy in 1997. It further continued attests this with the MDG based five-year development plan where job creation has been identified as one of the founding blocks of the plan with Accelerated and Sustained Development to End Poverty (PASDEP)<sup>11</sup>.

MSMEs' role as source of employment has also been internalized in the Growth and Transformation Plan (GTP II, 2015-2020), and on the recently launched Ten - Year Development Plan (TYDP 2021-2030)<sup>12</sup> which presents a long-term vision of making Ethiopia an "African Beacon of Prosperity" by creating the necessary and sufficient conditions. IAIPs are considered as a vehicle for the structural transformation of the economy through the commercialization of the agricultural sector. They are also expected to help pave the way for the realization of the country's Vision 2025 of becoming a leading manufacturing hub in Africa. The industrial development strategy and related policy documents of the Ethiopian government have underlined the establishment of linkage between MSMEs and the newly established Integrated Agro-Industrial Parks (IAIPs).

## 2.2. Senegal's context

Senegal is a Sahelian country located in the far west of the African continent which had 17.2 million inhabitants in 2020, more than half of whom were under 20 years old.

The country experienced relatively strong gross domestic product (GDP) growth of 5.5% between 2012 and 2019 before falling to 1.5% in 2020 during COVID-19, then recovering to reach 5.9% in 2021. Despite this economic growth, the poverty rate fell slightly from 38% in 2011 to 32.9% in 2019 and the country's HDI remained relatively stable, from 0,512 in 2019 to 0,511 in 2021, ranking Senegal at the 170th position out of 191 countries.

Unemployment remains worrying in Senegal with a rate of 16.7% in 2020 affecting young people more with more than 6 out of 10 unemployed people belonging to the age group of 15 to 35 years. Likewise, the latest employment report indicates that the unemployment rate is also higher among young graduates, which highlights the difficulty of entering the job market. Indeed, youth unemployment is linked to the limited absorption capacity of the public service (30,000 jobs offered against a demand of 200,000 jobs per year) but also and above all to the underperformance of the primary and secondary sectors.

The contribution of the primary sector to GDP fell by 5 percentage points, standing at 2.9% in 2019 compared to 7.9% in 2018, due to the poor performance of the agriculture sub-sector, whose contribution fell from 9.9% in 2018 to 0.2% in 2019. Likewise, the secondary sector has not sufficiently supported economic growth due to the low level of development of the manufacturing industry, particularly in the field of agro-industry. Indeed, the country is slow to promote agro-industrial value chains which are recognized as creating wealth and jobs and having a strong impact for a structural transformation of the economy. Like other regions of the country, the regions of natural Casamance are full of enormous agro-sylvo-pastoral and fishing potential, but their valorization through the development of agro-industry around value chains is slow to materialize. Indeed, the main challenges to the development of agro-industry are linked to deficits in capacities, skills, technologies, innovation, human, financial and logistical resources of very small and small and medium-

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<sup>11</sup> Ethiopia country strategic plan (2020–2025).

<sup>12</sup> World Bank (2022), Ethiopia Overview: Development news, research, data (<https://www.worldbank.org/en/country/ethiopia/overview>) (last consulted: July 30, 2022).

sized enterprises (MSMEs) and entrepreneurial initiatives, but also to an institutional, political and regulatory environment unfavorable to job creation and business development, especially in peri-urban areas. At the regional level, local authorities struggle to play a catalytic role in the development of agro-industrial value chains and the promotion of entrepreneurship.

To meet the challenges of sustainable economic growth, Senegal has adopted a ten-year strategy for the period 2014-2023 named the Emerging Senegal Plan (PSE), articulated around three strategic axes which are (i) the structural transformation of the economy and growth, (ii) human capital, social protection, and sustainable development and (iii) governance, institutions, peace and security. The PSE is supported by a Priority Action Plan (PAP), itself divided into two phases: phase 1 (PAP 1 2014-2018) and phase 2 (PAP 2 2019-2023), which has been reviewed and adapted to the new priorities born from the COVID-19 pandemic and became the Accelerated and Adjusted Priority Action Plan (PAP 2A). The implementation of Axis 1 of the PSE “structural transformation of the economy and growth” should result in the production of competitive goods and services with high added value to achieve the objectives of growth and job creation (skilled and unskilled), in which the private sector should play a major role.

In this context, the Government of Senegal has planned the creation of Special Economic Zones (SEZs) and three integrated agro-industrial platforms, namely Agropole Sud, Agropole North and Agropole Center, including the industrial platform of Diamniadio, in the surrounding of Dakar. The African Development Bank (AfDB) provides financial support to the Government of Senegal, particularly to the ministry in charge of industry, for the implementation of the “Agropole Sud” project. This project intervenes in Casamance and aims to promote the development of agro-industrial value chains around the mango, cashew nut and corn sectors with the aim of increasing the volume of processed and marketed agricultural products and promoting the development of agro-industrial businesses. The Agropole Sud project is currently being implemented and UNIDO has been a major player in structuring agropoles.

At the local level, the Government of Senegal defined Act 3 of decentralization, which promotes the territorialization of public policies in order to organize the country into viable, competitive territories that promote sustainable, endogenous local development based on the valorization of local resources. The Government has also adopted a 2021-2035 industrialization strategy focused mainly on the transformation of agro-sylvo-pastoral resources and fishing, mineral resources and hydrocarbons, on the development of a pharmaceutical industry and development of technology-intensive industries and innovation. The new employment policy 2017-2020 aimed to create massive jobs through, among other things, the development of 3 programmes: (i) support for employability and the promotion of productive, remunerative and sustainable jobs in agro-sylvo-pastoral and fishing sectors and the informal economy; (ii) specific creation of massive and decent jobs through the adoption and implementation of the national State-Private Employers convention<sup>13</sup> for the promotion of employment, the development and implementation of labor-intensive programs, the implementation of employment projects for young people and women. In addition to these, there is the establishment of institutional instruments

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<sup>13</sup> This convention signed by the Government and representatives of the private sector (National Employers' Council and National Confederation of Employers of Senegal) aims to fight against youth unemployment and support for the development of SMEs through support provided for employment promotion activities through the internship and apprenticeship program, the solidarity contract program, the spin-off contract program and the human resources financing program for SMEs.

(Employment Centre, Youth and Women Entrepreneurship, Local Mission for Employment and Entrepreneurship, National Agency for the Promotion of Youth Employment) and financial (Delegation for rapid entrepreneurship for young people and women, financing fund for professional and technical training) and projects/programs (project to support the integration of young “agripreneurs -Agri-Jeunes », 1,000,000 jobs program between 2019-2023, which supports the promotion of employment and employability of young people and women at the territorial level, implemented by the International Fund for Agricultural Development (IFAD), the GIZ “Réussir au Sénégal” project which aims to stimulate the employability of young people, locally, through a program of certified training and accelerated qualifications.

### 2.3. Project’s background

The Special Initiative (SI) “Decent Work for a Just Transition” is an initiative of the German government in response to youth unemployment challenges in Africa. Its goal is to create jobs for young people by promoting sustainable investment and private sector development. The SI directly addressed the primary objective of the Marshall Plan with Africa, launched by the German government in 2017, as a new approach towards development cooperation with the African continent.

In parallel, in an effort to make its Inclusive and Sustainable Industrial Development mandate (ISID) operational, UNIDO developed its two first Programmes for Country Partnership (PCP)<sup>14</sup> in Ethiopia and Senegal which were aligned with the respective national economic development plans, i.e., the Growth and Transformation Plan (GTP) in Ethiopia and Plan Senegal Emergent (PSE) in Senegal.

As a result of the exchanges between BMZ and UNIDO, the proposed project was built on the SI’s priority goals and UNIDO’s PCP approach to support the two targeted countries in achieving their industrial development goals. While contexts were differing in Ethiopia and Senegal, the development challenges remained similar. Indeed, both countries were sharing common opportunities in the agriculture sector and challenges in terms of high unemployment rates, having key intervention areas of their PCPs focusing on agro-industrialization with the establishment of integrated agro-industrial parks (IAIPs) in Ethiopia, Industrial Parks (IP) and Agro-poles in Senegal and targeting regions with the potential for high agriculture economic transformation, SMEs development and job creation.

Thus, the project financed by the Government of Germany through BMZ (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung) with a total budget of 8 million EUR was designed to:

- Create more and better jobs,
- Provide training and skills development and
- Stimulate private sector investment. In Ethiopia, it focused on the Integrated Agro-industrial Parks (IAIPs) and Rural Transformation Centres (RTC) being piloted, while in Senegal, the project interventions were centered on the Southern Agro-poles and the Industrial Park in Diamniadio in order to address unemployment, skills development challenges for youth and women, technology transfer and investment for Micro Small Medium-sized Enterprises (MSMEs).

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<sup>14</sup> A partnership business model to mobilize external partners (UN agencies, financial institutions and the business sector) and resources to increase the impact of UNIDO’s technical cooperation.

Its overall objective was to increase employment opportunities in agro-industrial and allied sectors in Ethiopia and Senegal to contribute to the structural transformation of their economies (both financial and human capital) in these sectors.

The project was structured to achieve the following three outcomes and 13 outputs:

**Outcome 1: Youth, women, and small holder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities.**

*Ethiopia*

- Output 1.1: Local business ecosystem and MSMEs clusters around the *Integrated Agro-industrial Parks (IAIPs)* and *Rural Transformation Centres (RTCs)* are strengthened.
- Output 1.2: Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem.
- Output 1.3: Established partnership opportunities between local and German or European companies.

*Senegal*

- Output 1.4: The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorized.
- Output 1.5: Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided.
- Output 1.6: Networks and clusters in Casamance towards sustainable enterprise growth are established.

**Outcome 2: Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives, and small holder farmers.**

*Ethiopia*

- Output 2.1: The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships.
- Output 2.2: Local economic information and knowledge management systems are established.

*Senegal*

- Output 2.3: Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships.
- Output 2.4: Local economic information and knowledge management system as well as observatory established.

**Outcome 3: Governments of Senegal and Ethiopia mainstream legal and policy instruments/mechanisms for job creation and investments promotion into national policies.**

*Ethiopia*

- Output 3.1: Adequate investment promotion strategy and targeted incentives packages to attract quality Foreign Direct Investment (FDI), fostering technology and skills transfer and backward linkages with the local economy developed.

## Senegal

- Output 3.2: Business/entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies / strategies.
- Output 3.3: Legal and institutional framework of Special Economic Zones (industrial parks, agro-poles, etc....) with special emphasis on Diamniadio.

### 2.4. Project factsheet

<b>Project title</b>	Inclusive and Sustainable Industrial Development for Job Creation in Ethiopia and Senegal
<b>UNIDO ID</b>	190092
<b>Country(ies)</b>	Ethiopia; Senegal
<b>Project donor(s)</b>	BMZ (Federal Ministry for Economic Cooperation and Development – Germany)
<b>Planned project start date (as indicated in project document)</b>	26 November 2019
<b>Actual project start date</b>	1 December 2019 (Ethiopia) 1 January 2020 (Senegal)
<b>Planned project completion date (as indicated in project document)</b>	31 December 2022
<b>Actual project completion date (as indicated in UNIDO ERP system)</b>	31 December 2023
<b>Project duration:</b> <b>Planned:</b> <b>Actual:</b>	36 months 48 months
<b>Implementing agency(ies)</b>	UNIDO
<b>Government coordinating agency</b>	<b>Ethiopia:</b> Ministry of Industry (Former Ministry of Trade and Industry) <b>Senegal:</b> Ministry of Economy, Planning and Cooperation
<b>Donor funding</b>	8,000,000
<b>UNIDO input (in kind, USD)</b>	
<b>Co-financing at CEO Endorsement, as applicable</b>	n/a
<b>Total project cost (EUR)</b>	8,000,000 Ethiopia: 3,485,148 EUR Senegal: 4,435,644 EUR
<b>Mid-term review date</b>	June-August 2022 (Ethiopia) February – October 2022 (Senegal)
<b>Terminal evaluation date</b>	October- December 2023

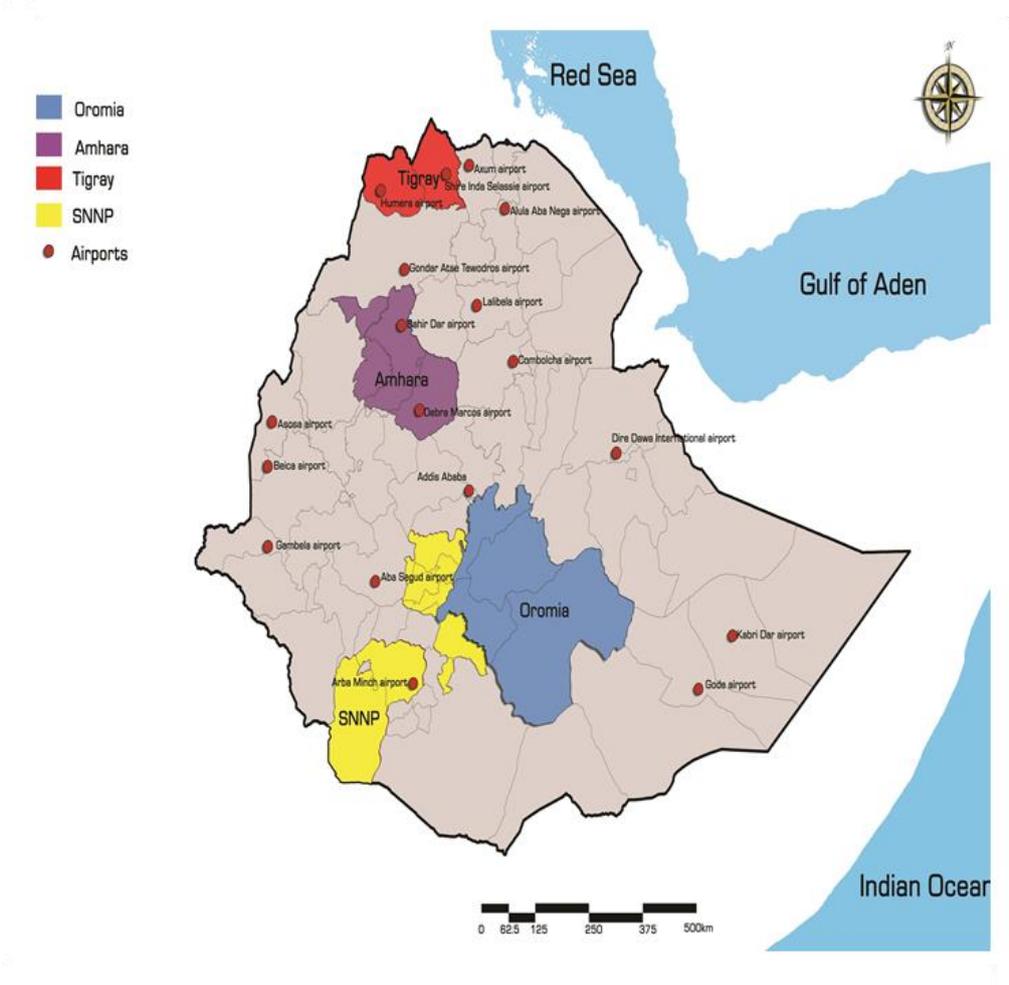
### 2.5. Project's sites in Ethiopia and Senegal

In both countries the main project interventions have been in the regions where the four pilot IAIPs/RTCs in the case of Ethiopia and the Agropoles in the case of Senegal are located (Fig 1 and Fig 24 below).

For Ethiopia, this included Oromia region, in the zones of Bale, Arsi, East Shewa and West Arsi, South Ethiopia state (former SNNP), in the zones of Gedeo and Sidama (latter set as regional state) , Amhara in the zones of Western Gojam, East Gojam and Agaw and Tigray in

the zones of Western and North Western Tigray. For this latter, the project was finally not implemented due to security issues.

**Figure 1 Project sites in Ethiopia**



Source: Project document

In Senegal, project interventions were in Casamance, in the regions of Ziguinchor, Sedhiou and Kolda covered by Agropole Sud as well as the Diamniadio Industrial Park, close to Dakar.

Figure 2 Project sites in Senegal



Source: Project document

## Findings

### 3.1. Project Design

Was the project properly designed to address the problem at hand? Did it address the problem of the target beneficiaries?

**A relevant intervention logic, based on past experiences both from UNIDO and the targeted countries which, however, lacked contextualization.**

According to several key informants interviewed in Senegal and Ethiopia, the project's intervention logic was very relevant. It was even described by some respondents as "unique" but the initial version was considered as being not enough contextualized whereas others even said that the project had been "parachuted in" and had not sufficiently involved local stakeholders. In both countries, additional feasibility studies were required during the first 6 months of project implementation, resulting in a more adapted improved design.

In Senegal, the project's design was based on 20 years of experience and lessons learned from previous initiatives, both from the government of Senegal and from UNIDO on the thematic of entrepreneurship, employability, employment and territorial economic development. The project document was produced in 2019 by a team of international and national consultants, based on existing feasibility studies. There was however a need to update the baseline situation and contextualize it, with a view to building the theory of change around the circular economy versus agro-industrial transformation of interest to agropoles.

In Ethiopia as well, the design was based on past cooperation with UNIDO which started in 2011 with respect to the IAIPs for the feasibility environmental and social impact studies and the design of the four pilot IAIPs in the regions of Oromia, Tigray, Amhara and SNNP in 2014. In addition, UNIDO was actively involved in Ethiopia since 1980 with nearly 300 projects covering a wide range of technical assistance interventions (vocational training, cluster building and value chain development). However, again the project design lacked contextualization. As a result, additional studies had to be carried out by the project team in order to get a full buy-in from all the stakeholders to start implementing the project.

**An ambitious project design for the proposed implementation period, which remained so despite the adjustments made, which had to face various external challenges.**

As already highlighted in the MTR and per its Theory of Change (ToC), the project aimed "to foster higher demand for skilled workers by addressing constraints on the business side that prevents firm growth and cluster development and will help youth and women in particular, organized mostly through MSMEs or other structures such as Primary cooperatives (PCs) in Ethiopia or Economic interest groups (GIEs) in Senegal , to engage in these opportunities by increasing access to technology and skills, as well as information about job and business prospects".

Therefore, the intervention logic was developed with the aim of boosting the development of Civil Society Organizations (CSOs) and private sector. Specifically, the intervention steps included five key features that are sequential or modular in nature to tailor the implementation phase to the actual needs of the beneficiaries or counterparts, such as: i) identifying market opportunities and value-chains with growth and job creation potential; ii) complete skills development and training; iii) provide soft incubation and acceleration; iv) creating clusters and business networks; and v) support sustainable enterprise growth and public policy recommendations.

However, given the limited project's initial duration (36 months) and the various challenges faced including the COVID-19 pandemic, insecurity issues mostly in the Tigray region, and socio-political challenges happening in Ethiopia, the project as designed was considered very ambitious and its outcomes and outputs targets have been adjusted and performance indicators modified two times, at inception and mid-term phases.

Despite these adjustments, and the two no-cost extensions provided (two 6-month periods), the project duration did not allow the reinforced or created MSMEs to mature enough to be fully operational. In addition, in Senegal, the South Agropole is still not operational and in Ethiopia, the four IAIPs are not sufficiently enough populated with investors.

### **A project implemented in two countries without a clear articulation between both.**

The project design did not provide for any articulation between the two country components of the project (Ethiopia and Senegal) and no activity was planned to encourage the exchange of lessons learned and/or good practices – which constitutes a missed opportunity and a weakness. As a result, the two country components were implemented independently.

### **A clear and consistent logical framework but excessive indicators which did not reflect all dimensions of the project's performance.**

Regarding the logical framework, the expected result-chain described in the project document is clear and logical. The three outcomes describe expected changes in target groups' performance and behavior and institutional performance. The results look realistic and measurable.

Indicators are only of quantitative nature. They do not capture all achievements of the project, in particular the qualitative changes in terms of performance, life conditions of entrepreneurs, SMEs' competitiveness, etc. They have been reformulated twice, during the inception phase and the mid-term review. Some of them were withdrawn (BMZ KPIs) during the project implementation due to their inappropriateness or difficulty to be measured as per BMZ direction. In addition, they are too many (indicators included in the project document, BMZ KPIs and UNIDO IRPF indicators) and requires that a dedicated M&E person be part of the project team for project monitoring and data collection.

## 3.2. Relevance

[Is the project aligned with the development priorities of both countries – Ethiopia and Senegal? Which SDG indicators is the project contributing towards?](#)

### **The project's expected results and objective were perfectly aligned with the development priorities of both countries.**

In Ethiopia, the project was fully aligned with Government of Ethiopia's Growth and Transformation Plan II, 2015-2020 (GTP II) which explicitly recognized the need for a more active role of the private sector in job creation for unemployed youth and women and on the 10-year Perspective National Development Plan (2021-2030).

In Senegal as well, the objectives of the project were perfectly aligned with the orientations of the national and sectoral policies focused on the structural transformation of the economy and industrial growth and development for massive job creation and sustainable economic growth, in a national context marked by high unemployment rates, in particular for the youth and women. Indeed, job creation and support for industrialization aligned perfectly with Axis 1 "Structural transformation of the economy and growth" of the Emerging Senegal Plan (PSE), and the strategic objectives of the Letter of sectoral industrial

development policy (2017/2023), with the new industrialization strategy 2021-2035 and employment policy 2017-2020, as well as with Act 3 of Decentralization which promotes the territorialization of public policies. The Government of Senegal was committed to meeting major challenges such as the acceleration of the industrialization of Senegal as well as competitiveness supported by applied research, the encouragement of innovation, the creation of massive jobs (1,000,000 jobs planned between 2019-2023), professional training, advisory support and technical assistance for employability, the establishment of industrial zones and parks and reforms to the business environment for the promotion of industrialization as well as the enhancement of investments in the agro-sylvo-pastoral and fisheries value chains.

[Which SDGs the project is contributing towards?](#)

**The project contributed to several SDGs in both countries.**

In both countries, the project directly contributed to SDG 1 (no poverty), SDG 8 (decent work), SDG 9 (industry, innovation, and infrastructure) and SDG 17 (partnerships for the goals) and indirectly to SDG 2 (food security), SDG 5 (gender) and SDG 10 (reduced inequalities). In Senegal, given the focus on circular economy, it also indirectly contributed to SDG 6 (clean water and sanitation) and clean energy at an affordable cost (SDG 7) by the choice of the intervention sectors that have been selected.

[Was the project consistent with BMZ's priorities and UNIDO's mandate?](#)

**The project was perfectly aligned with BMZ's priorities and UNIDO mandate**

The project was aligned with the orientations of the German cooperation for Africa within the framework of the Special Initiative (SI) on training and job creation and the Marshall Plan with Africa, the G20 pact for Africa aimed at creating decent jobs, better access to internship/apprenticeship opportunities, increasing income and private investment, developing business ecosystems and clusters.

Regarding UNIDO's mandate, the project was in line with its corporate thematic area "Creating shared prosperity" and sub-area "Agribusiness and rural development".

It has remained aligned with the strategic directions and objectives defined in the Country Partnership Program (PCP)<sup>15</sup> of both countries and UNIDO, initiated in 2014. Both countries share common opportunities in the agriculture sector and challenges in terms of high unemployment rates. As such, key intervention areas of their PCPs focus on agro-industrialization with the establishment of integrated agro-industrial parks (IAIPs) in Ethiopia, Industrial Parks (IP) and Agro-poles in Senegal targeting regions with the potential for high agriculture economic transformation, SMEs development and job creation.

### 3.3. Coherence

**A fully coherent approach with other partners working in this field.**

The project, focusing on the creation of sustainable and decent employment opportunities by promoting a dynamic private sector and competitive value chains, was fully coherent with the objectives of the respective PCP in the two countries.

In the Ethiopia PCP, the government identified the Integrated Agro-Industrial Parks (IAIPs) as the main tool for achieving agricultural modernization and rural industrialization through

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<sup>15</sup> PCP is a partnership business model that rests on a multi-stakeholder partnership led by the host government. It builds synergies and is designed to mobilize external partners and resources to increase the impact of UNIDO's technical cooperation and accelerate inclusive and industrial development in Member States.

the integration of small holder farmers and agro-industries and in Senegal, the PCP aimed at mobilizing the development partners to advance inclusive and sustainable industrial development through, among other things, the establishment of competitive and integrated agropoles, the upgrading of SMEs, the development of clusters and the reform of incentive measures.

The project was designed to ensure complementarity and coordination with other interventions, in Ethiopia, with the other partners of the Promotion of Sustainable Ethiopian Agro-industrial Development (PROSEAD)<sup>16</sup> initiative, with the IAIP operationalization and sustainability project funded by the Italian Development Agency Cooperation (AICS) and with the IAIP-SP financed by the African Development Bank (AfDB).

In Senegal, discussions held within the framework of the PCP made it possible to mobilize two loans, one from the Islamic Development Bank in December 2019 and the other from the AfDB in January 2020, to support the Agropole Sud project financed by the AfDB, and for which the project had to be complementary.

### 3.4. Effectiveness

What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project?

Progress made towards the achievement of project outputs and outcomes at project's end are summarized in the following tables respectively, for each of the target countries:

**Table 3 Achievements at output level in Ethiopia**

ETHIOPIA				
Intervention logic	Key performance indicators	Targets	Final achievements	%
Output 1.1 Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened	Number of (joint) activities between IAIP/RTCs/ business, and MSMEs	138 MSMEs/PCs	75 letters of intent signed (45 MSMEs, 9 Investors, 13 Unions, 8 Farmers cooperatives) 22% MSMEs/Primary Cooperatives (PCs) linked with the IAIPs.	54%
	Number of contracts b/n local businesses in IAIP/RTCs	138 MSMS/PCs	138 MSMEs have been created. 28 have a contract with the IAIPs/ RTCs	100%
Output 1.2 Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem	Number of toolkits and guidelines produced	1	Within the collaborative effort to implement the "Commodity Collateralized Financing" (CCF) scheme or National Warehouse Receipt Financing System for cooperatives and agro-processor as a pilot project since 2021/22 harvest period, 2 CCF awareness workshops conducted, one with farmer coops: 5 unions (Damot, Merkeb, Utta Wayu, Secomondo, Hitossa), 3 gov (MOTRI, FCC and MOI), GA/ AICS, and 1 firm attended, and the other conducted with Agro-processing companies. Further support is being implemented by UNIDO AICS and IAIP-SP projects.	100%

<sup>16</sup> PROSEAD is a 400 MUS\$ open multi-stakeholders project aimed at accelerating the mobilization of public investments and leveraging private investments for the realization of the IAIPs.

ETHIOPIA				
Intervention logic	Key performance indicators	Targets	Final achievements	%
			Apart from CCF scheme for agro processing companies and SHFs, mechanism put in place with Omo bank, and Sinque Banks to access loans for MSMEs/PCs that are directly targeted by the project for job creation and improvement.	
	Number of business plans, or similar, developed	23	23 Bankable business plans developed for Primary Cooperatives (PCs) and MSMEs: (Sidama: 7 PCs and MSMEs, South Ethiopia: 15 MSMEs and PCs business plan, Oromia: 1).	100%
<b>Output 1.3</b> Established partnership opportunities between local and German or European companies	Number of workshops/EGM/B2 B side events organized.	Not defined	Project collaborated with Ethiopia Investment Commission (EIC) and organized an international Investment Forum at Dubai Expo 2020 (“the Ethiopia Agro-processing Forum”). Flyers were created. Email campaign to 159 targeted companies and a social media campaign were conducted. 40 international companies registered, 12 participated and 3 showed interest to invest. The Africa Food System Forum (AGRF) supported the participation of MoI and UNIDO team to promote the IAIPs among the AGRF participants held in Rwanda, Kigali. 4 Business to business (B2B) meetings have also been organized in each IAIP and/or Industrial Park Development Corporation (IPDC).	
<b>Output 2.1</b> The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships	Number of capacity building/ training conducted.	22	22 Training sessions on skills, financial and business management provided for the MSMEs and PCs.	100%
	Number of investment promotion events and training activities conducted.	13	13 investment promotion events and consultative meetings provided: Investment Promotion Consultative meetings held with Federal and Regional investment stakeholders, (Addis Ababa, Yirgalem, Adama, Injibara), Investment stakeholders’ strategy rollout and IAIP Logo launching conducted and experience sharing mission. Investment promotion event held in Addis Ababa with potential local investors, and investment promotion event "Ethiopia Tamirit" support provided at federal level on two rounds. Regional investment promotion events held in Amhara, Oromia and Sidama. Investment Surveys, Exposure visits to EIC promotional staff, Commodity Profiling within ACPZs & RTCs have also been conducted.	100%
	Number of tools/instruments developed	4	The project developed investment attraction tools and shared to EIC - Incentive package, - Criteria on investment selection, - After care support package, and - Public Private Partnership dialogue - In addition, 3 sets of Investment promotional materials (Flyers and PPT) for the IAIPs (Bure, Bulbula and Yirgalem).	100%
<b>Output 2.2</b> Local economic information and knowledge management system established	Number of information dissemination material(s)	nd	4620 materials distributed: These included fact sheets about Bure, Yirgalem & Bulbula IAIPs; Flash disks with logos; Alcohol-based hand sanitizers with printed logos; banners; Rollups; Nonclinical Facemask and Brochures have been produced and distributed. (1000 per inauguration per region; remaining materials during investment promotion events per three regions, during consultative meeting, AGRAF, Dubai expo and	

ETHIOPIA				
Intervention logic	Key performance indicators	Targets	Final achievements	%
			distribution on other events and meeting of UNIDO to promote the project and IAIP). IAIPs inaugurations were conducted in Bure, Yirgalem and Bulbula IAIPs), Documentary/Promotional videos, IAIP website with 7 web pages, IAIP Logo, Commodity profile data collected, and summary report disseminated.	
	Local economic information material drafted and available	nd	"Guidelines for Planning, Development and Management of Integrated Agro-Food Parks (IAFPs)" published in December 2023.	100%
	Database realized and number of software's introduced.	1	1 website with 7 pages developed for Ministry of Industry (Mol), Amhara, Oromia, Sidama and Tigray IPDCs, EIC and the project for IAIP Integrated Management platform.	100%
<b>Output 3.1</b> Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward linkages with the local economy developed	Number of policy documents drafted / prepared by UNIDO.	10	For EIC and Regional Investment Bureaus: <ul style="list-style-type: none"> <li>- 3 IAIP Promotion and Mobilization strategies including Action plans.</li> <li>- A National report on IAIP Investment Promotion and Mobilization strategies</li> </ul>	100%

Source: project progress reports and discussions with project team

**Legend:**

Achieved	Not achieved
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**Output 1.1 Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened**

138 MSMEs/PCs have been established and/or strengthened by the project. Trainings have been provided to MSMEs members involved in Bakery, Honey, Poultry, Nursery, Spray, Packhouse, and Milk production, and 23 SMEs already have completed their business plans.

UNIDO has provided equipment for MSMEs and primary cooperatives (PCs). However, during the field mission, the evaluation team noted that some of the supported MSME's (e.g. bakery) have been trained and received the equipment but are not yet operating due to instalment time needed.

In terms of partnership, the project signed 75 Letters of Intent (LOI) with the four Regional Industrial Parks Development Corporations (RIPDCs) and with other local actors (45 MSMEs, 9 Investors, 13 Unions, 8 Farmers cooperatives). The project also linked 28 of the MSMEs/PCs to the Integrated Agro-Industrial Parks (IAIPs) and/or the Rural Transportation Centers (RTCs)<sup>17</sup>.

<sup>17</sup> These centers are responsible for collecting raw products from surrounding areas, from the smallholder farmers through their cooperatives and unions.

## **Output 1.2 Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem**

The project engaged in a collaborative effort of development partners and key government actors including Ministry of Trade and Regional Integration (MoTRI), IFC and Italian Agency for Development Cooperation (AICS) to enable the implementation of a “Commodity Collateralized Financing” (CCF)<sup>18</sup> scheme or National Warehouse Receipt Financing System for cooperatives and agro processors as a pilot project since 2021/22 harvest period, piloted in Amhara and Oromia regions. Two farmers’ cooperative unions (FCUs), two primary cooperatives (PCs) and six privately-owned agro processors directly benefited from the implementation of the pilot test.

Also, two CCF awareness creation and enhancing the capacity of the value-chain actors and stakeholders workshops were conducted, one with a FCU of 5 unions (Damot, Merkeb, Uta Wayu, Secomando, Hitossa), 3 government officials (MoTRI, the Federal Cooperative Agency (FCA), and the Ministry of Industry), AICS, and 1 firm attended, and the other event was conducted with Agro-processing companies on Oct 29, 2021. Further support was being implemented by other UNIDO projects (Operationalization and Sustainability of IAIP funded by AICS and IAIP-SP funded by AfDB).

Another financial mechanism was put in place with OMO, ACSI and Sinqe Banks Micro Finance Branches for loans access to MSMEs/PCs in some IPDCs (SNNPR) which have acted as collaterals.

23 bankable business plans have been developed for PCs and MSMEs who have been directly supported for job creation and work improvement (7 in Sidama IPDC, 15 in South Ethiopia IPDC and 1 in Oromia IPDC).

## **Output 1.3 Established partnership opportunities between local and German or European companies**

The project organized 4 business to business (B2B) side events in each IAIP/IPDC and in collaboration with the Ethiopian Investment Commission (EIC), organized (i) an international investment forum at Dubai Expo in 2020, and (ii) supported the participation of MoI and UNIDO team to promote the IAIPs during the Africa Food System Forum (AGRF) held in Rwanda, Kigali in September 2022.

Also, 2 awareness raising workshops on CCF provided to FCUs, Agro-processing companies and Government (OFCA, Federal Cooperative Agency and MoI) were held in October 2021.

## **Output 2.1: The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships**

The project conducted 22 trainings on skills, financial and business management provided for the MSMEs and PCs and key government authorities (MoI, EIC, RIPDCs and potential investors) and an investment promotion consultative meeting held with Federal and Regional investment stakeholders (at Yirgalem with Sidama Investment stakeholders, Adama with Oromia Investment stakeholders, at Injibara for Amhara Investment stakeholders).

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<sup>18</sup> Collateralized Commodity Financing (CCF) is a short-term credit secured against stored commodity as a collateral. It is a proven instrument for allowing farmers, traders, processors, and exporters to obtain finance secured by agricultural commodities deposited in a warehouse/ storage.

Other activities included the rollout of the investment stakeholders' strategy and launching of the IAIP Logo.

The project was also successful in conducting 13 investment promotion events and consultative meetings in Addis Ababa with potential local investors, along with Investment promotion event "Ethiopia Tamirit" at federal level. Regional investment promotion events were also held in Amhara, Oromia and in Sidama.

During these investment promotion events, the project developed and shared investment promotion tools to the EIC. The promotion tool included: incentive package, criteria on investment selection, Aftercare support package, and Public Private Partnership dialogue. In addition, 3 sets of investment promotional materials (Flyers and PowerPoints) for the IAIPs (Bure, Bulbula and Yirgalem).

### **Output 2.2 Local economic information and knowledge management system established**

The project also developed and distributed information (a total of 4620 materials) on fact sheets about Bure, Yirgalem & Bulbula IAIPs, and flash disks with logos, banners, rollups, and brochures have been produced and distributed. Likewise, alcohol-based hand sanitizers and nonclinical facemasks were distributed during the COVID 19 crisis for which 28 MSMEs were supported by the project.

In addition to the promotional materials, an IAIP logo was designed, and a website developed for each IAIP. Also, commodity profile data collected, and summary report disseminated to relevant stakeholders, local economic information material drafted and available. The project also published the "Guidelines for Planning, Development and Management of Integrated Agro-Food Parks (IAFPs)" and database on IAIPs' implementation.

A digitalized management platform was elaborated for companies profiling and information storage at the level of IAIPs and was being populated with data collected during monitoring visits to existing MSMEs.

### **Output 3.1 Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward linkages with the local economy developed.**

3 IAIP promotion and mobilization strategies including their action plans have been elaborated and are being put in place.

**Table 4: Achievements at outcome level in Ethiopia**

Outcomes	Indicators	Baseline	End term				Justification
			Target	Actual	%	% retained <sup>19</sup>	
<b>Outcome 1:</b> Youth, women, and smallholder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities	No of employment opportunities created within and around the Parks (KPI1)	0	1021	1044 jobs created. F: 454 (43.5 %) Y: 495 (47%)	102%	100%	1044 members organized in 138 SMEs; job opportunities created in Avocado nurseries, Garment, Diary, Poultry, Bakeries, Greenery, Cleaning and waste management, and vegetable nursery services for park community.
	Productivity per worker increased in targeted local enterprises (KPI2)	N/a	470	525 jobs improved. F: 243 (46%) Y: 153 (29%).	112%	100%	112% (525 members organized in 22 SMEs' groups and supported to improve their work productivity through (food product wholesale, oil, vegetable packaging, coffee seedling, honey production, avocado. [Sidama (150 jobs), South Ethiopia (243), Amhara (42) and Oromia (90 Jobs)]).
	% of local MSMEs supplying agro processors within the Parks/Agro pole		85%	22%	26%	26%	28 MSMEs/PCs
	No of start-ups along agro-industrial value-chain established	0	138	138 MSMEs/PCs	100%	100%	138 SMEs established, trained and supported in agro-industrial value chain [Sidama (19), Amhara (15), South Ethiopia (2), and Oromia (72)].
<b>Outcome 2:</b> Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives, & farmers	No of JV/partnership established	0	nd	17 investment agreements signed			Reprioritized due to COVID19 and socio-economic situations, international investment attraction activities were limited to a couple of international events that couldn't still bring in Foreign Investors into the parks' investment. However, thanks to the Investment promotion events organized by the project, about 289 investors registered/showed interest to invest in the three IAIPs, out of which 17 signed investment agreements with the regional IPDCs of Sidaama, Amhara and Oromia.

<sup>19</sup> For coherence and realism, all percentages above 100 due to low targets are reduced to 100.

	Number of MSMEs in IAIPs/Agro poles/Industrial Parks ecosystem accessing resources through technical/financial instruments		50	30	60%	60%	23 MSMEs accessed loan from MFIs ; 6 agro processing companies and 1 union accessed loan from CCF
	Portfolio volume of financial products accessed by the MSMEs	2.5 METB Or 42300€	-	5.994 METB Or 101 594€	246%	100%	Loans disbursed to MSME's and PCs from Omo bank. 1,994,000 ETB (1Euro= 59ETB) 33,797 Euro + 4M ETB or 67 797 Euros
<b>Outcome 3:</b> Legal policy instruments/ mechanisms for job creation and investment promotion into national policies	No of new/updated strategy documents adopted by policymakers	0	1	1	100%	100%	The specific investment promotion strategy for IAIPs developed by the project was mainstreamed in the national investment strategy developed by EIC since 2017 which is being implemented.
	Percent of incentives/tools/instruments to attract impact investment	0	4	4	100%	100%	Investment promotion strategy, aftercare, PPP tool developed but not yet fully implemented.

Source: project's progress reports and discussions with project team

**Legend:**

Achieved

Not achieved

### **Outcome 1: Youth, women and small holder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities**

The project achieved a significant progress by creating 1044 jobs (102% target achievement) with female participation 454 (43.5 %) and youth participation 495 (47%). Also, it contributed to work improvement on 525 jobs (111.7% achievement) 243 female participation (46%) and 153 youth participation (29%).

Most jobs created have targeted unemployed women and youth from farmer families who had been resettled during the construction of the IAIPs and RTCs. For those already running their businesses, they benefited from work improvement in the forms of skill training and equipment provision.

The results were however mixed depending on the sectors of the newly created MSMEs. Those that were successful saw an increase in production and productivity, an improvement in their production and management practices, and an improvement in the income of their members. Some of the successful MSMEs in terms of job creation include Avocado nursery sites at Sidama and SNNP, Bakeries in Oromia, Sidama and SNNP, Greenery and Waste management services in Bure and Bulbula parks, Poultry in Oromia, Pest management service providers in Oromia. Those that were successful in terms of work improvement are Packhouse service providers, Apiculture value chain, Dairy value chain and Agro processes goods local distribution.

The MSMEs whose activities were linked to the IAIPs and RTCs were less successful due to the few investors already installed in the parks and in the transformation centres who were supposed to be their clients and buy their products. This is the case of the MSME Bethlehem Garment selected by the IPDC to provide clothing services in Yirgalem Park and for the surrounding communities. The MSME was allocated workspace within the park and operated until August 2022, but due to lack of market access and limited revenue, the park had few installed investors and was remote from residential areas, it was forced to cease its activities. In Sidama region, the Earth Block Stabilized Concrete company, operational since January 2022, the one out of the 5 created, has a daily production capacity of 1,200 blocks but only produces 250 per day due to the lack of raw materials, therefore jeopardizing its viability.

### **Outcome 2: Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives and small holder farmers**

The project achieved to sign 23 (46% of the target) partnerships with MSMEs in IAIPs ecosystem to access resources through existing and newly tested (CCF) financial mechanisms/instruments. Loans have been facilitated for Food-Industry - Bakeries in Amhara and Oromia from Amhara Credit and Saving Institution (ACSI) and Sinque Bank respectively; Nursery primary cooperatives (PCs), Dairy, Honey and Bakeries MSMEs from Omo Bank in Sidama and South Ethiopia regions. Hence, a total of 1.994 M ETB (37,000 Euro) was mobilized as contributions by farmer cooperatives and agri-food processing companies, which were able to access loans worth 4 M ETB (75,472 Euro), or 246% of the planned target, thanks to new financial products such as the CCF.

Despite efforts made by the project to attract investors by organizing investment promotion events (e.g. in the three IAIPs of Bulbula, Yirgalem and Bure) and participating in international events (in Dubai and Kigali) for which a significant number of investors registered and showed interest (about 289 investors) only 17 signed investment agreements with regional IPDCs of Sidama, Amhara and Oromia.

### **Outcome 3: Legal policy instruments/ mechanisms for job creation and investment promotion into national policies**

The project developed a new strategy to attract international and national investors in the IAIPs which was successfully integrated, at the federal level, in the national investment strategy developed by the Ethiopia Investment Commission (EIC) since 2017 and adopted by the regional Industrial Parks Development Corporations (IPDCs). This strategy is currently being implemented. Although it is still early to assess its effectiveness - more promotion, including regular updating of websites - is still necessary to attract more international and national investors who are very few in the two parks visited.

Although it is still early to measure impacts, the following changes have been reported or observed by the evaluation team during the interviews conducted during the field visits.

#### **1. Transformational changes at the Macro policy/institutional levels:**

Following the CCF pilot conducted and its successful results:

- The Warehouse Receipt System Directive<sup>20</sup> No. 835/2020 has been enacted by the Government of Ethiopia, which implements the 2003 national legislation on WRS for the first time. (Proclamation No. 372/2003) and will facilitate access to loans for farmers.
- The first Competency Certificate was attributed to the third-party warehouse operator (hired by AICS for the CCF pilot).
- WRF policy and procedures are being finalized by 4 banks (Commercial Bank of Ethiopia, Cooperative Bank of Oromia, Awash Bank,) and about to be approved by their executive management.
- Investment promotion and mobilization strategy for IAIPs was mainstreamed into the EIC's strategy and is being implemented.

#### **2. Transformational changes at the Meso level (IPDCs, IAIPs, Unions):**

##### **Knowledge and skills transferred and ability to train others**

The project significantly contributed to equipping and training the co-implementing partners (Enterprise Development Institute, RIPDCs, MFIs, Job Creation and Skills offices, Unions...). This was reported during key informant and focus group discussions.

According to the Sidama IPDC participants, “...We have acquired new skills and knowledge thanks to the project and by now we can conduct the same training by ourselves....”.

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<sup>20</sup> This Directive allows producers/depositors to deposit their agricultural products in an accredited warehouse and receive a receipt certifying the deposit of these goods. The depositor can use the receipt as a form of portable collateral to request a loan from a lending institution. By so doing, the farmers having WHRs in their hands can immediately ease their cash constraint without the need to dispose their products. Alternatively, the producer may also use the warehouse as a channel for selling the goods. In this case the goods in the warehouse are released to the buyer, the loan and fees are deducted from the selling price, and finally any remaining profits go to the depositor's pocket. The system of WHR typically involves three parties: the depositor, the warehouse operator and lending institutions (typically Banks and Microfinance Institutions).

## **Collaborative teamwork adopted**

The project also contributed to developing collaborative and teamwork, particularly with other local institutions established in the Job creation ecosystem. This was not the case before.

“...Thanks to the project... we (different sectors representatives present during the meeting held in Sidama IPDC) start working as one team, which will help us increase the effectiveness and productivity of IPDCs...”.

Another participant from Southern Ethiopia (former SNNP) IPDC also reinforced the above statement by saying “the uniqueness and inclusiveness of the project approach reinforced us to strengthen our collaborative and teamwork between the different sectors.....”.

## **Access to loan by providing collateral to MSMEs and agro-processors**

In Sidama and Southern Ethiopia IPDCs, the new financial mechanism put in place with the project support enabled 16 MSMEs and PCs to access loans from MFIs. Likewise, the CCF pilot benefited one union and 6 agro-processors.

This could lead to even more significant results after being up scaled at the national level.

### **Reinforced motivation and commitment to develop entrepreneurship.**

Based on the interviews and focus group meetings conducted, the evaluation team noted that the regional IPDCs' motivation and commitment to entrepreneurship appear very promising.

According to participants from Southern Ethiopia IPDC, their vision for IPDC has now transformed into business prospects. “... Now, in terms of entrepreneurship, we see IPDCs in a different way...and we are getting more and more an entrepreneurial spirit”.

### **3. Transformational changes at the micro level (MSMEs/PCs):**

The changes observed at the MSMEs' level are transfer of knowledge and skills, business management and distribution promotion, improved workers productivity and workers safety, increased production and quality of products and increased income generated, as well as a mindset more oriented towards business and the economic empowerment of women and youth.

One of the beneficiaries in honey production stated “the support we received from the project helps to increase our production and mindset for business. The project provided us with 10 beehives, we were able to multiply this capacity by almost 10 times and now we have 98 bee hives and supply quality honey for our customers”. In addition, they are going to be linked to a honey processing company operating in the Yirgalem IAIP.



### **Malebu Wunjo Honey production Primary Cooperative in Southern Ethiopia**

The primary cooperative includes fourteen members, aged between 20 and 32 years, who were previously unemployed. They have received by the project 10 bee hives and 9000 ETB (approximately 145 Euros), capacity building (including entrepreneurship, mentorship, and networking) and have been able to develop partnerships with public and private institutions (thanks to the market linkages facilitated by the project in the capital and other major cities). The

Cooperative has been successfully adopting strategies to address the economic challenges faced by the youth members. These created a behavioural change and developed synergies among members to diversify their incomes. As the team leader reported, “the Coop increased the beehive number to 98 and we have now over 1 million ETB, we have a big ambition to supply quality honey for the agro processors in the industrial parks and supply large cities. However, for making the mission reality, the Coop also needs additional support in terms of advanced technical (packing, labelling) and entrepreneurship training”.

### **Women Poultry Farm in Hitosa Union, Oromia region, Ethiopia**



The Women Poultry Farm includes 25 women, established through the Hitosa union, the Job creation office, and the project support. The farm received day-old chicks, feed & poultry equipment, pullet growing) to supply eggs either for direct consumption and/or industrial applications. The lady interviewed by the evaluation team explained that she was a farmer housewife’s, dependent on her husband income. After started poultry farming, she was able to generate income and to support herself and her family “... thanks to the project and the Union, now I am saving 10,000 ETB every month and support myself and my family. We (women) were dependent of our husband income but now we have financial freedom to fulfill our needs”.

**Table 5: Achievements progress at the output level in Senegal**

SENEGAL					
Intervention logic	Key performance indicators	Targets	Final achievements	%	% retained <sup>21</sup>
<b>Output 1.4</b> The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorised	Number of analytical and statistical publications produced	4	32	800%	100%
	Number of toolkits and guidelines produced	10	19	190%	100%
	Number of global fora, workshops/EGM/side events organized	38	0	0%	0%
<b>Output 1.5</b> Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided	# of capacity building activities provided	60	30	50%	50%
	Value of assets provided	200 000	1982	1%	1%
	Number of business plans developed	100	0	0%	0%
<b>Output 1.6</b> Networks and clusters in Casamance towards sustainable enterprise growth are established	Number of actors participating in enhanced collaboration settings (clusters, networks)	90 firms	195	217%	100%
		70 intermediary institutions	12	17%	
		160	207	129%	

<sup>21</sup> For consistency and realism, all percentages above 100 due to low targets are reduced to 100.

	Value of assets provided	397 000	0	0%	0%
	Number of global fora, workshops/EGM/side events organized	2	0	0%	0%
<b>Output 2.3</b> Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships.	A new dedicated financial support mechanism is established in partnership with a local structure	1	1 financial mechanism established in collaboration with the DER/FJ	100%	100%
	# of capacity building activities provided	25	18 Methodological guide for compost production Training of 4 trainers Plan for writing a training curriculum on composting and fertilization of citrus fruits and mangoes. Capacity building for 2 sales service agents (departmental and regional) on sample collection techniques for FRA analyzes. Guide to support the quality and processing of agri-food products. Establishment of standards and administrative procedures for obtaining FRA authorization	72%	72%
	# of facilitators trained	240	299	125%	100%

<b>Output 2.4</b> Local economic information and knowledge management system as well as observatory established.	Number of analytical and statistical publications produced	10	14	140%	100%
	Value of assets provided	118 000	0	0%	0%
	# of capacity building activities provided	10	0	0%	0%
<b>Output 3.2</b> Business entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies/strategies.	Number of industrial policy documents drafted / prepared (financial tool)	1	Agreement signed between the project and the DER/FJ for the establishment of a mechanism for co-financing projects with respective financial contributions from both parties in the amount of €300,000.	100%	100%
<b>Output 3.3</b> Legal and institutional framework of special economic zones (SEZ) (industrial parks, agro poles, etc.) with special emphasis on Diamniadio.	Number of industrial strategies and industrial policy documents drafted / prepared	5	6 Numerous documents including diagnostics, recommendations, and tools on SEZs were developed and discussed during 2022, for the benefit of APIX and the joint committee, but they still need to be adopted and implemented:  <ul style="list-style-type: none"> <li>• A strategic analysis of environmental initiatives in the SEZ</li> <li>• A report on SEZ development: impact of reforms,</li> </ul>	120%	100%

			<p>governance framework</p> <ul style="list-style-type: none"> <li>• Report describing technical support to the SEZ Administrator and the Promoter of the Diamniadio park.</li> <li>• Report on access to production factors in SEZs.</li> <li>• Recommendations on regulatory, institutional and operational framework of the SEZs</li> <li>• Analysis of the impact of SEZs in Senegal on investment, taxation and employment</li> <li>• Relevant measures to help SMEs recover from the Covid19 crisis and minimize job losses.</li> </ul>		
Number of toolkits and guidelines produced	1	2	<ul style="list-style-type: none"> <li>• Tool to help the government assess the impact of the Covid19 crisis on the performance of SMEs and on employment.</li> </ul>	200%	100%

		<ul style="list-style-type: none"> <li>Marketing/communication toolkits for APIX</li> </ul>		
# of capacity building activities provided	4	<ul style="list-style-type: none"> <li>2</li> <li>Training on waste management and circular economy carried out online on November 10, 2022, by two international experts.</li> <li>English training</li> </ul>	50%	50%

Source: project's progress reports and discussions with project team

**Legend:**

Achieved	Not achieved
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**Output 1.4: The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorised.**

At project inception, several studies were conducted to gain better understanding of the potential in the targeted regions. For example, the study on the mapping of economic dynamics and initiatives with high potential for job and wealth creation, carried out in addition to and confirming the results of the feasibility study of the South Agropole project, made it possible to list the agricultural sectors and classify and prioritize the three (03) dominant sectors (mango, cashew, beekeeping) around which women and young people could develop economic initiatives for agro-food production and processing in each of the three selected regions (Ziguinchor, Sedhiou and Kolda). For each of the three priority sectors, the study also made it possible to identify the different links in the value chain, the potential and assets, the major constraints as well as areas for improvement for the consolidation and creation of jobs and wealth for women and young people.

Likewise, the project carried out a study to identify economic opportunities and possibilities for valorizing by-products and processing waste in view of promoting a circular economy in Casamance that creates jobs in the three mango, cashew, and beekeeping sectors as well as in other high value-added sectors such as water filtration.

Finally, the studies aimed at mapping the direct and indirect actors of the project and identifying their capacity building needs made it possible to have a database on all the partners and beneficiaries involved in the ecosystem of entrepreneurship and employment in order to establish a network of actors able to strengthen the dynamics of the territorial economy which in turn will favor the creation of jobs and wealth. Data collected are included in the territorial economic information system (SIET) put in place by the project in collaboration with the local authorities.

The project also produced technical notes, brochures on the territorial economic information system (SIET), the network of territorial economic facilitators (RAET), the local economic office (BEL), "fruit fly traps", project sheets and economic models. In the opinion of the actors met, these technical notes facilitated the understanding by the territorial actors of the approaches and mechanisms developed or promoted by the project to promote the territorial economy, in particular the SIET, RAET, BEL. However, these tools have more benefited previous local elected officials who participated in the project's activities at its start, unlike current elected officials from recent local elections (2022).

**Output 1.5 Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided**

30 out of the 60 planned capacity building activities were carried out. However, even though the target was not achieved (1200), due to constraints related to COVID-19, socio-political unrests in the Casamance region, late implementation and insufficient financial resources allocated to the project team, the project nevertheless ensured the training of 739 people, of which more than 50% were women, including 394 entrepreneurs (business leaders, individual entrepreneurs), 345 actors supporting local development, and the promotion of entrepreneurship and youth employment (territorial economic leaders, representatives of departmental councils, university researchers, agents of decentralized services, chambers of trade).

As part of the entrepreneurship capacity building program, the project worked in partnership with COLEACP<sup>22</sup> and Bridge for Billions and in collaboration with two local incubators selected by the project (Lycée Agricole de Ziguinchor and Baziness Land). The implementation of the IDEA APP<sup>23</sup> Senegal program enabled the training of 86 young entrepreneurs on several modules and 95 mentors in IDEAP APP incubation methodologies. With the Ziguinchor Agricultural High School, around 30 young people leaving high school benefited from the online training of the IDEA APP program.

Interviews conducted noted that the learners were particularly reinforced in information and communication technologies. Also, one of the added values resulting from the training was the connection created between the young people trained, who are since sharing information on the opportunities that arise. However, after this training, the incubation program implemented by the agricultural high school did not longer provide support to the young people trained in the development of their entrepreneurial activities. Also, the actors interviewed deplored the fact that the platform and the modules were not transferred to the learners or the incubators, which hindered the continuity of training for other learners or prevented the integration of the training modules into the training curricula of the agricultural high school of Ziguinchor.

With COLEACP, various training courses were carried out for the benefit of entrepreneurs, particularly women, on themes related to processing and recovery techniques, hygiene and quality standards, waste recovery and reduction, and waste management techniques, commercial negotiation, cost accounting, etc. The entrepreneurs positively appreciated the knowledge acquired, which they currently apply, particularly in cost accounting, good hygiene and quality practices, management practices and information and communication technologies. However, most of them argued that training should be further strengthened.

Furthermore, the young and female entrepreneurs last supported by the project were unfortunately unable to benefit from training due to time constraints. They expressed the need for capacity building during interviews with the evaluation team. Likewise, there was a lack of post-training coaching for entrepreneurs for both the IDEA APP and COLEACP training programs, which the project team tried to fill with local advisory support and close monitoring. This local coaching provided by the project was particularly magnified by the beneficiaries, and which, according to them, constituted an additional source of motivation for the promotion and development of their entrepreneurial initiatives.

In addition to the entrepreneurs, the project has also provided technical and institutional support to local development structures and those promoting entrepreneurship and youth employment, as well as to Research and Teaching institutions. For instance, in collaboration with the department of Chemistry of the Assane Seck University of Ziguinchor, producers' organizations and the trained economic facilitators of the 9 departments of Casamance, the project successfully implemented a pilot initiative to reuse plastic bottle as fly-traps, as demonstrated by the WACOMP project in Guinea Bissau. This initiative has increased orchard production in the selected areas. By 2022, some 5,000 fly-traps had been installed in 77 orchards (30 in the Kolda region covering 62 ha and 47 in Ziguinchor covering 82ha).

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<sup>22</sup> The Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) is a private sector inter-professional not-for-profit association established in 1973 by stakeholders in the international fruit and vegetable trade.

<sup>23</sup> IDEA Programs is a joint initiative by UNIDO and Bridge for Billions that started out as a pilot back in 2019 in Guinea Conakry with 5 entrepreneurs, 5 mentors and the support of one local incubator. It offers 6-month of intensive online incubation, provides entrepreneurs with a structured path and personal coaching to successfully develop and grow resilient businesses in the value chains that are most important to their local economies.

This pilot project has demonstrated the feasibility of a simple yet effective insect pest control technique that preserves both the environment and biodiversity.

The project trained 145 representatives of local authorities, technical services, the private sector, grassroots community agents, development project agents and university teachers/researchers, 200 territorial economic activities agents.

Also, as part of the COVID-19 response programme, the project supported two universities in Dakar and Ziguinchor in the manufacturing of hydroalcoholic gel and protective masks. Thus, the support provided to the chemistry department of Assane Seck University in Ziguinchor enabled the production of 2000 hydro-alcoholic gels distributed to project beneficiaries, contributing to the training of students (13 doctoral students) and to strengthening their employability. Also, the project provided equipment to the polytechnic school of the university (3D printer, laser cutting machine, spare parts and supplies) and trained the teacher-researchers and students on the use of those equipments.

Support was also provided to COMMITECH Group SARL made up of 12 young graduates from this school on the manufacture of 100 automatic gel dispenser machines during COVID-19. Still in response to COVID-19, the project, in collaboration with the three regional chambers of trade of Ziguinchor, Sédhiou and Kolda, supported 46 sewing companies in the production of 27,000 personal protective masks, certified according to the ASN standard. Thanks to this support, jobs were maintained during COVID-19, but the evaluation noted that these jobs were temporary.

The project did not develop business plans for new projects but rather supported the consolidation of existing entrepreneurial initiatives and those in the start-up phase. Thus, executive summaries of 60 youth projects were submitted for funding to the General Delegation for Rapid Entrepreneurship of Women and Youth (DER/FJ) and received their financing. It should be noted that these documents considered as business plans in the mid-term evaluation report do not in fact comply with business plan development standards.

### **Output 1.6 Networks and clusters in Casamance towards sustainable enterprise growth are established**

At the level of the three regions of intervention, the project worked in collaboration with the 9 departmental councils, the chambers of commerce and trade as well as the decentralized technical services in the establishment of platforms for dialogue, exchange, and consultations (meetings, multi-stakeholder consultations, forums, steering committees) as well as of the territorial economic information system (SIET) and territorial economic animation networks (RAET).

The exchange platforms promoted collaboration and cooperative work between public and private institutional actors and entrepreneurs in the area, which was something new for them. The actors met who participated in these exchange processes perfectly welcomed the project initiative which, according to them, made it possible to bring together the main actors of entrepreneurship, employment and local development around a common problem of territorial economy.

About 160 representatives of MSMEs, intermediary institutions have been involved in clusters and networks settings.

The project did not organize/participate in global forums, workshops, expert group meetings or side events regarding the themes of networks and clusters.

**Output 2.3 Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships.**

The project chose to collaborate with an existing institution, the Delegation for rapid entrepreneurship for women and youth (DER/FJ), created in 2017 to promote the entrepreneurship of women and young people aged 18 to 40. Its objective was to make accessible to women and young people the means to get involved in the progress of the Senegalese economy. Beyond the financing it provides, the DER/FJ supports the formalization of operators, their banking so that they can integrate the formal channels of the economy.

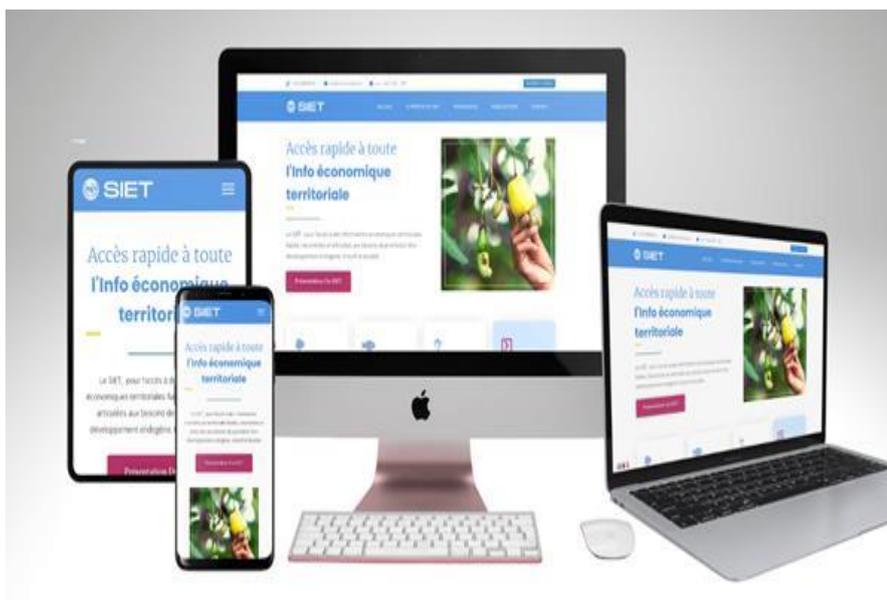
The project signed an agreement with the DER/FJ for the establishment of a financial mechanism, essential for entrepreneurship development, which received equal financial contributions from both parties to an amount of 400 million FCFA (€300,000).

Following the call for projects launched from September 29 to October 10, 2022, 343 applications were received and 99 recognized as eligible based on the criteria selected. 66 projects were finally validated for the available envelope by one technical committee and one investment committee composed of representatives of the DER/FJ and the project. As a result, the 66 projects developed by 412 entrepreneurs including 255 women and 185 young (412 new jobs created) were implemented in the food processing, agriculture, beekeeping and fishing farms sectors. These loans obtained by MSMEs allowed them to acquire equipment to produce, package and store their products as well as new production and processing technologies. However, for some MSMEs, the delays in obtaining financing have postponed the construction and/or acquisition of certain infrastructures and equipment, while for others, it is the selection process of service providers which has delayed the completion of the project construction work, which meant that the expected benefits were slow to appear, creating for some beneficiaries concerns about loan repayment. Furthermore, it is to be deplored that this funding was not accompanied by a sufficient capacity building program and needs for more in-depth training were expressed during discussions with the beneficiaries.

RAET Members of the territorial economic animation networks (RAET) have been trained by the project and involved in data collection in the project target areas. The project also supported their formalization (organization of the constitutive general assemblies, adoption of texts, offices, and commissions) and their institutional anchoring at the level of departmental councils (signing of an order creating RAETs, ongoing signing of draft conventions between the departmental councils and the RAETs, commitment to the establishment of premises). However, certain newly elected departmental councilors (after the 2022 local elections) have not yet acted in favor of the integration of RAETs into their system.

**Output 2.4 Local economic information and knowledge management system as well as observatory established.**

The Territorial Economic Information System (SIET) put in place is now accessible through the following link: <https://www.observatoireadl.net/siet>



Access to SIET through different mobile tools and interfaces (phones, tablets, giant screens, smartphones, iPhones, etc.)

The SIET was successfully integrated to the IT platform of the National Observatory for Decentralization and Local Development (ONDDL). Statistics and publications are already accessible to users and partners. However, financial resources necessary for its operation have not yet been fully mobilized (only the co-financings from the project and the Société de Coopératives des Acteurs de l'Agropole Sud (SOCAAS) have been mobilized). Also, the training of stakeholders on the use of the SIET is not yet completed.

Although it is not yet fully operational, which delays the benefits that SMEs can derive from it in terms of marketing, commercialization and commercial partnerships, the project has also put in place an E-commerce platform, namely, the CaSa Di Mansa - Afrikrea e-commerce platform in order to generate a greater visibility of Casamance products and an increased access to markets and commercial opportunities to the 25 online stores offering local products, with mobile solutions payment methods, adapted to local realities for local and regional markets as well as for the Diaspora. 25 economic operators, i.e. 8 men and 17 women in charge of marketing have been trained on online sales techniques at the level of the 25 companies supported.

**Output 3.2 Business entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies/strategies.**

No evidence provided to the evaluation team regarding this output.

**Output 3.3 Legal and institutional framework of special economic zones (SEZ) (industrial parks, agro poles, etc.) with special emphasis on Diamniadio.**

6 strategic reports on Special Economic Zones (SEZs) were prepared in 2022 which include an assessment of the impact of ongoing reforms undertaken by the Government of Senegal on SEZs, a proposed SEZ development strategy, a series of recommendations relating to the regulatory, institutional and operational frameworks of SEZs which include model agreements to be established with promoters, the technical specifications required, as well as technical advice for the administrator and the promoter of the Diamniadio SEZ on the

import substitution policy and on the impact of SEZs on investment, taxation and employment.

In terms of capacity building, two training sessions were organized for relevant stakeholders, one dealing with waste management and circular economy and the other on the English language.

In addition, a toolkit has been developed for establishing public-private partnership contracts for water or electricity projects and a tool for assessing the impact of the COVID-19 crisis on performance SMEs, as well as proposals for corrective measures.

**Table 6: Achievements at outcome level in Senegal**

Outcomes	Indicators	End term				Justification
		Target	Actual	Actual %	% retained <sup>24</sup>	
<b>Outcome 1:</b> Youth, women, and smallholder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities	Number of people who came into employment as a result of the Special Initiative on Training and Job Creation (KPI1)	2000 Female: 1000 Youth: 1600	375	19%	19%	375 direct jobs created by the project as per the definition
	Number of people who benefit from improved working conditions or whose income has improved as a result of the Special Initiative on Training and Job Creation (KPI2)	2000 Female: 800 Youth :1200	1920 F:900 Y:1020	96% 113% 85%	96% 100% 85%	177 companies were supported either during the COVID 19 crisis or thanks to the project's entrepreneurship development program. Thus, 381 jobs were retained and 1,539 retained or created.
	Number of new technologies developed or adapted (TEC.1)	10	5	50%	50%	SIET; e-trade platform; water treatment kiosks
	Number of new or improved green products made available or used (ENV.5)	8	7	88%	88%	Composting techniques, recycling of waste and mango waste - water filtering, bio-charcoal, solar installations.
	No of start-ups along agro-industrial value-chain established (BUS.3)	100	78	78%	78%	
	Number of actors gaining awareness/knowledge on UNIDO knowledge areas (KASA.2)	n/a	1997	100%	100%	1428 individuals + 219 from firms + 332 from intermediary institutions +18 from government
	Number of actors gaining skills on UNIDO knowledge areas - KASA.1)	1050	1222	116%	100%	971 individuals + 111 from firms +128 from Intermediary institutions + 12 from government
	Number of actors engaged (by kind of actors) (REA.2/.3)	1040	1672	161%	100%	1292 individuals + 222 from firms + 158 from intermediary institutions
	Number of people who are participating / have participated in vocational and higher education or vocational or further qualification measures as	1200	971	81%	81%	200 members of the Territorial Economic animation network (RAET) trained on economic animation/facilitation 145 members belonging to the local support ecosystem (local authorities, support institutions, CSOs, university teachers...)

<sup>24</sup> For coherence and realism, all percentages above 100 due to targets being too low are reduced to 100.

	a result of the Special Initiative on Training and Job Creation (KPI3)					<p>394 entrepreneurs on different subjects (Quality, e-trade, compost production techniques, production of sanitary and hygiene products, on IDEA application, cost accounting, commercial negotiations, water professions, photo/video, M&amp;E, advisory support to project leader, etc.</p> <p>9 agro-food processing companies in the mango, cashew and fish farming sectors in particular have obtained FRA authorizations for 54 of their products and have organized themselves into pre-clusters to exchange best practices and jointly respond to orders that they could not satisfy individually.</p>
<b>Outcome 2:</b> Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives, & farmers	Number of actors participating in enhanced collaboration settings (clusters, networks) (GOV.2)	70	311	444%	100%	
	Number of projects or businesses financed (INV.2)	100	177	177%	100%	177 MSMEs supported in different sectors, of which 66 in getting access to the financial mechanism put in place with the DER/FJ
	Number of actors gaining awareness/knowledge on UNIDO knowledge area (KASA.1)	210	1473	701%	100%	1004 individuals, 200 firms and 269 Intermediary institutions
	Number of actors gaining skills on UNIDO knowledge areas (KASA.2)	320	1267	603%	100%	787 individuals, 210 firms and 270 intermediary institutions
	Number of actors engaged (by kind of actor) (REA.2)	526	1579	300%	100%	1159 individuals, 231 firms, 177 intermediary institutions and 12 from Government
	Number of new technologies adopted (TEC3)	10	7	70%	70%	
	No of companies and investors with which Development Cooperation cooperated or developed and implemented project (KPI4)	15	35	429%	100%	2 companies supported: 1 to populate the area of the South Agropole (CAZDELIZ which has created 50 jobs in 2022) and 1 already established in the park of Diamniadio (SENSURGEL which has received production equipment)
	Number of measures that have contributed to social and environmental sustainability of clusters and industrial parks	12	41	342%	100%	

	supported by the Special Initiative on Training and Job Creation (KPI6)					
<b>Outcome 3:</b> Legal policy instruments/ mechanisms for job creation and investment promotion into national policies	Number of guidelines adopted by relevant actors (POL.3)	1	2	200%	100%	-
	Percentage of actors satisfied with UNIDO interventions (REACT.2)	221	228	103%	100%	
	Number of actors gaining awareness/knowledge on UNIDO knowledge area	210	238	113%	100%	111 firms, 121 Intermediary institutions and 6 from the Gov.
	Number of actors engaged (by kind of actor) (REA.2)	180	365	203%	100%	111 firms, 242 intermediary institutions and 12 from Gov
	Number of companies that confirm an improvement in the business and investment climate in (and around) clusters and industrial parks supported by the Special Initiative on Training and Job Creation	8	5	63%	63%	
	Number of enterprises that were supported by the SI in the context of the Corona pandemic in terms of job continuity, they employ X persons (KPI8)	50	63	126%	100%	63 MSMEs supported during the COVID 19 to ensure their resilience and job continuity.

Source: project's progress reports and discussions with project team

**Legend:**

Achieved

Not achieved

## **Outcome 1: Youth, women, and smallholder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities**

The actors interviewed confirmed that their knowledge on issues of entrepreneurship, employment and employability was strengthened thanks to the project which carried out several studies, in a participatory and inclusive manner with all regional actors, which they much appreciated. According to them, they now better understand the problem of employment of young people and women, have better knowledge on the existing opportunities and the potential for job creation in the three regions of intervention (Ziguinchor, Kolda, Sédhiou) and on how to design intervention strategies.

At MSMEs/GIEs level, the development or consolidation of entrepreneurship and working capacities were overall the most significant changes observed by the evaluation team. Among other changes observed are the improvement in the production capacities of already established targeted companies, the improvement in the quality of the products of certain first-time entrepreneurs, access to new markets and increase in income linked to the increase in production and/or quality of products. These are confirmed by the following testimonies:

For instance, the project provided equipment to produce organic charcoal from mango by-products.



**Univers Casa Bio** is engaged in the valorization of agricultural and agro-industrial residues to produce biochar and its derivatives in Ziguinchor, Senegal. Mr. Saliou Badji, the 29 years old general manager told us "*Our major objectives are to increase the production of biochar, to optimize the efficiency of the production process to obtain higher yields, to identify new sources of raw materials and to innovate by developing new products based on biochar*". "The training in business management and project management was very useful for me. This allowed me to better structure my business model. As part of my organic charcoal production project, we have established an action plan in five phases: first phase "purchase of premises with own funds with equipment, search for advisory support"; the second phase is the acquisition of an area of one hectare; the third phase "establishment of the

organic charcoal production unit"; fourth phase "acquisition of automated production lines"; fifth phase "innovative phase, setting up the first carbon footprint measurement platform". According to him, the most important lesson learned is that you must never give up and pass the first three steps". The MSME went from 3 employees to 8 including 5 women in 2 years. It also uses interns from the higher institute of professional education of Bignona interested in bioenergy issues.

Another example is the project's collaboration with Swiss Fresh Water, which supported the establishment of pilot water treatment units in Kolda, Vélingara and Ziguinchor resulting in the creation of 15 direct youth jobs, i.e. 5 jobs/unit. This enabled the agro-food processing SMEs to diversify their services (sale of filtered water) and their sources of income. In addition, to being a production input for other agro-processing SMEs, water was a source of drinking water supply for the surrounding populations as well.



**Figure 3 Water treatment unit in Kolda**



According to the manager of a fruit, vegetable and cereal processing SME in the town of Kolda “the support provided by the project allowed me to diversify my services with the sale of filtered water, which significantly contributed to the visibility of my business, because in the entire city of Kolda, I am the only company offering this service. I also noted an improvement in the quality of my products and of their lifetime when I began to use filtered water in the processing of juices, syrups and nectars”.

The female president of a small agro-processing enterprise in the town of Bignona met by the evaluation team expressed her satisfaction “With the freezer running on solar energy, I am currently the only one who sells Maad<sup>25</sup> juice, because I was able to buy a significant quantity of raw material which I was able to keep longer in the freezer, thus allowing me to extend the period of processing activity.” “Similarly, the pasteurization equipment provided by the project enabled to improve the quality of our products and extend their shelf life to more than 3 months for the mango Thiakry for instance. We also noted an improvement in the quantity of processed products. For example, in 2022, before acquiring this equipment,

<sup>25</sup> Maad (in Wolof) or Saba Fruit is a globose shell that contains seeds coated with very soft and juicy light-yellow pulp. It is a fruit-producing plant of the Apocynaceae family, native to the Sahel region of sub-Saharan Africa.

we only processed 100 kg of mango Thiakry but this year we processed more than 200 kg. Likewise, the production of Maad jam increased from 250 jars to 700 jars. The increase in production and sales has improved our revenue and income.”



The project also supported a disabled small holder farmer around Kolda with modern equipment and materials including a water drip system, which allows him to water his crops. His production capacity was increased by 50% and his revenues by 35% enabling him to build a small house and support his family. For the first time, he benefited from the DER/FJ financial mechanism and had access to a loan amounting 13 M FCFA (about 19 847 Euros) over 4 years with a 6-month grace period.

Regarding agro-food processing companies, the project helped 9 working in the selected mango, cashew and fish farming sectors obtain FRA authorizations<sup>26</sup> for 54 of their products. These companies also have organized themselves into pre-clusters to exchange best practices and jointly respond to orders that they could not satisfy individually.

**Outcome 2: Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives, & farmers**

The project's support in terms of capacity building, information and awareness as well as the establishment of exchange and sharing platforms (SIET, RAET) made it possible to improve the collaborative framework and exchanges between the different structures of the ecosystem of local development, entrepreneurship and youth employment, while contributing to the improvement of knowledge on themes linked to employment, employability and entrepreneurship. However, these achievements remain fragile in particular at the level of certain newly elected departmental councilors who seem to be little committed in this direction.



20 youths from Sedhiou trained in territorial economic animation techniques to be part of the local RAET.

<sup>26</sup> FRA is a manufacturing and sale authorization code.

### **Outcome 3: Legal policy instruments/ mechanisms for job creation and investment promotion into national policies**

The financial mechanism put in place by the project with the DER/FJ enabled 66 initiatives to be financed and implemented in the 3 targeted regions of Casamance. As a result, 412 direct jobs have been consolidated and 1,747 indirect jobs, which are not taken into account in the reporting of indicators. In addition to feed the existing fund with additional financial resources, the project introduced an innovative aspect that was the use of socio-economic criteria for the analysis of loan applications, in the existing DER/FJ mechanism.

Special economic zones (SEZs) being a priority of the Senegal PSE, significant efforts have been made by the project to support the industrial transformation of the country towards a more efficient model that creates economic added value, but which is also more socially inclusive and sustainable. The objective was to propose an economic and sustainable management model for SEZs, meeting attractiveness and performance criteria according to international standards capable of attracting investors. Findings and recommendations from these numerous reports have been discussed and shared during workshops with national stakeholders (public and private) as well as donors but are yet to be implemented.

[Have the recommendations from the mid-term review \(MTR\) been addressed?](#)

**Overall, MTR recommendations that were under the project team's control have been implemented.**

The evaluation team reviewed with the respective project team in Ethiopia and Senegal to what extent MTR recommendations have been implemented. The results are presented in the following tables:

**Table 7 Follow-up on MTR Recommendations in Ethiopia**

Recommendations	Status	Comments
<b>A. UNIDO</b>		
<p>R1 (E) - The team should improve the project design by revising the results framework to include baseline data and specific targets to output indicators. This exercise could be also helpful to revise end line targets for expected outcome and output results. So doing, the revised results framework will ease the final evaluation of the project to determine its performance at outcome and output levels.</p>	Done	<p>The project framework has been revised to include specific targets to output and outcome indicators. It is possible to undertake end line evaluation to examine achievements against output and outcome indicators of the projects.</p>
<p>R2 (E) - The team should improve project effectiveness by:</p> <ul style="list-style-type: none"> <li>• Intensifying field activities such as capacity building for MSMEs in Sidama, Oromia, and Amhara</li> <li>• Reinforcing the M&amp;E activities with systematic field visits in the four regions with existing local partners such as the RIPDC and UNIDO regional coordinators.</li> </ul>	Done	<p>The project team tried to improve project effectiveness through:</p> <ul style="list-style-type: none"> <li>• Repeated field visits conducted to support ongoing activities of MSMEs through wide reaching capacity building for MSME members, stakeholders of the IAIP and RIPDCs including MFIs, Job, and skill development offices, agricultural and livestock and fishery offices and universities. The field visit practice was also made to include key partners in their area of intervention to solicit sustainable support of stakeholders and improve handover of MSMEs.</li> <li>• Regular monitoring missions including RIPDCs, and local authorities were conducted. Three Cluster Development Experts (CDE) were recruited for close follow up of the MSMEs. In addition, KOBOTOOLBOX was designed for the regular MSMEs' status update to be updated by the CDFs and/or M&amp;E officer: <a href="https://ee.kobotoolbox.org/x/XRvb3Hha">https://ee.kobotoolbox.org/x/XRvb3Hha</a></li> </ul>
<p>R3 (E) - The team should strengthen the coordination and project management by:</p> <ul style="list-style-type: none"> <li>• Improving the administration and procurement process to reduce delays in delivering equipment and working materials to beneficiaries.</li> <li>• Establishing synergies with the Senegal project component through internal coordination and/or in a form of peer-to-peer learning between the two-project's administrations.</li> </ul>	Done	<p>The Project team undertook different improvement to enhance project coordination and management including:</p> <ul style="list-style-type: none"> <li>• The project has explored the possibilities to speed up procurement process and delivery of materials for MSMEs. In discussion with the head quarter, much of the procurement has been done through fast truck mechanisms which improved the rate of delivery by more than half. Although the equipment's delivery demanding the approval of duty free still be affected by the bureaucratic process involved around ports. In addition, procurement training was delivered to UNIDO field office team by the HQ procurement team.</li> <li>• UNIDO has been following up the two countries' implementation and had a single administrative team.</li> </ul>

Recommendations	Status	Comments
<p>R4 (E) - The team should enforce the exit strategy by:</p> <ul style="list-style-type: none"> <li>• Extending partnership with existing ILO project as well as other GIZ lead projects, development partners including the EU, the University and Industry Linkage Program, on the Special Initiative on job creation in agro-processing industries.</li> <li>• Building partnership opportunities between local and German/European companies to enhance further opportunities for accessing new markets, as well as Ethiopian MSMEs within and around the IAIPs/RTCs.</li> <li>• Strongly work with the ministry of social affairs to assure a decent work in the end.</li> </ul>	Done	<p>Exit Strategy</p> <ul style="list-style-type: none"> <li>• The project conducted a two-day workshop with key federal and regional government and development partners to develop exit plan for each MSMEs. The exit plan listed interventions the engaged stakeholders need to undertake to support the sustainability of the MSMEs. The MSMEs regular follow up of the MSMEs and the exit plan implementation has been mandated to the IAIP governance body – “Skill development and decent work technical task force”. The project successfully linked selected MSMEs with that of the IAIPs as the GOE is actively managing the parks to set up services within the IAIPs.</li> </ul> <p>Moreover, there were an attempt to create partnership between the Agro-processing companies with the MSMEs, however, due to delay from the private sector investment in park in general the success of linkage is limited.</p> <ul style="list-style-type: none"> <li>• This section had been de-prioritized due to the COVID19 and the global business climate in Ethiopia.</li> <li>• The Ministry of labor and social affairs has regional bureaus of job and skill, the project involved these bureaus in all regions starting from unemployed youth selection, certification of the MSMEs, workspace facilitation, loan approval and sustainable operation of the MSMEs.</li> </ul>
<p><b>B. GOVERNMENT COUNTERPART</b></p> <p>R5 (E) - The government should explore further opportunities to attract investors by:</p> <ul style="list-style-type: none"> <li>• Developing fundraising to strengthen investments in the IAIPs to complete the four sites with facilities such as power supply, electricity and basic services to the workforce living around.</li> <li>• Improving incentives with institutional facilities for foreign business with Ethiopia.</li> <li>• Improving country openness to foreign exchanges to enable business operations from and to Ethiopia for investors, compliance to enabling business policies for a decent work.</li> </ul>	On going	<p>Government of Ethiopia contribution:</p> <ul style="list-style-type: none"> <li>• UNIDO developed an agro industries specific incentive package and submitted to MOI, EIC and MOF. The MOF requested an inclusive Manufacturing incentive package study. Hence, UNIDO developed a manufacturing sector incentive study, and the document is submitted to MOI for endorsement.</li> </ul>
<p><b>C. Donor (BMZ)</b></p>		

Recommendations	Status	Comments
<p>R7 (E) - The project end date should be extended to at least 12 months, meaning until November 2023. This is necessary to allow the project to complete pending activities as planned given that the initial project period estimated at 36 months was not completed. Project activities started with more than one-year delays due to the identified challenges. Working conditions have now been resumed to allow the project to achieve the expected outputs and outcomes. To this aim, BMZ should engage UNIDO into a consultative meeting to agree on a suitable timeframe.</p>	<p>Done</p>	<p>Project Extension:</p> <ul style="list-style-type: none"> <li>• BMZSI granted a no-cost extension until December 2023.</li> </ul>
<p>R8 (E) - The BMZ should facilitate the connection between the projects with existing GIZ project operating in Ethiopia. This can be done by connecting all funded BMZ projects into a country donor committee to ease transparency and accountability between donor's money and potential impact generated.</p>	<p>Done</p>	<p>BMZSI project coordination</p> <ul style="list-style-type: none"> <li>• As part of PROSEAD+ coordination platform implemented by UNIDO, GIZSI and ILO – ProAgro projects have been included along with the UNIDO-BMZSI project. Hence, duplication of effort has been avoided. Most recently, UNIDO is approaching ILO ProAgro project to further work with selected micro value chain primary cooperatives like poultry value chain in Oromia. Kick off meeting conducted between the stakeholders in Adama.</li> </ul>

Source: project team in Ethiopia

**Table 8 Follow-up on MTR Recommendations in Senegal**

Recommandations	Statut	Commentaires
R1 : Finaliser la matrice de suivi et évaluation, notamment par la révision de certaines cibles des indicateurs IRPF de l'ONUDI.	Réalisée	
R2 : Finaliser le plan de collecte des données y compris ses outils et systématiser la collecte par des opérations régulières de collecte et en utilisant des outils standardisés (BLS, fiches documentation emplois etc...). Revoir la matrice des risques pour mieux anticiper et prévenir ceux de nature à impacter les activités et les résultats dans les mois à venir.	Non réalisée	Outils proposés peu adaptés au contexte sénégalais.
R3 : Mettre en place un système de gestion de l'information en utilisant les outils internes existants (OpenText de préférence) et s'assurer qu'y soient stockés tous les documents relatifs au projet et sources de vérification des données de suivi, en particulier les fiches modèles exigées par le donateur (fiches documentation nouveaux emplois et fiches amélioration conditions de travail et revenus exigées par la BMZ notamment)	Réalisée	Création d'un Google Drive pour classer les documents du projet, accessible à l'équipe, une Photothèque et archivage des documents dans des boîtes d'archive
R4 : Améliorer la gestion des délais administratifs par une meilleure anticipation de ceux-ci. L'utilisation d'un plan de travail de type GANTT Chart permettrait de mieux visualiser les temps moyens nécessaires aux appels d'offres par exemple et ainsi de mieux les anticiper pour éviter les retards préjudiciables à la bonne marche du projet.	Non réalisée	
R5 : Explorer de façon plus approfondie les opportunités de partenariats et d'affaires avec des entreprises allemandes et européennes. Les échanges initiés avec les bureaux de promotion des investissements et de la Technologie (ITPO) de l'ONUDI à Bonn (Allemagne) et à Rome (Italie) doivent se poursuivre.	Partiellement réalisée	Quelques contacts avec des entreprises allemandes dans le domaine des machines-outils et du froid qui n'ont pas abouti car les opportunités proposées n'étaient pas adaptées aux besoins. En revanche, une collaboration efficace s'est matérialisée avec Swiss Fresh Water (Kiosques franchisées à eau), COLEACP (formation), ADYFE (plateforme e-commerce pas encore finalisée car intervention planifiée en mars mais révision budgétaire en septembre et entreprise plus disponible) Bridge for Billions pour la mise en œuvre de IDEA Appl. Echanges avec Bureaux de promotion des investissements européens n'ont pas aboutis non plus car technologies non adaptées au contexte sénégalais.
R6 : Assurer dans la mesure du possible un rythme semestriel des réunions du CoPil (tel que prévu dans le document de projet) pour que (1) ses membres aient plus souvent l'opportunité de discussions et trancher sur les orientations stratégiques du projet et (2) pour renforcer l'appropriation et l'engagement des parties prenantes locales.	Non réalisée	Les TDR mentionnent des réunions annuelles, validées par tous. En parallèle, de nombreuses réunions et échanges entre le Coordinateur et les parties prenantes en fonction des besoins et/ou obstacles rencontrés.
R7 : Renforcer la visibilité du projet sur les réseaux sociaux.	Partiellement réalisée	Une page FB a été créée de 13 novembre 2022 mais n'est pas alimentée régulièrement en raison du manque d'une personne dédiée à son animation.

		En revanche, développement de partenariats avec des agences de communication and YouTube pour communiquer sur le projet. Conception de supports de communication papier.
R8 (Générale) : Prévoir que les notes de cadrage internes de l'organisation soient disponibles en français afin d'assurer une meilleure diffusion et compréhension auprès des équipes de projets majoritairement francophones. En lien avec cela, organiser des formations régulières et systématiques des équipes de projets sur les procédures internes.	Non réalisée	
R9 (Générale) : Systématiser la formation en Suivi et Evaluation de tout nouveau membre des équipes de projets et s'assurer qu'au moins l'un(e) d'entre eux (elles) a les compétences nécessaires (par de l'accompagnement continu) pour prendre en charge ces activités au quotidien et assurer un suivi et une collecte rigoureuse des données.	Non réalisée	Un membre de l'équipe a suivi une formation en S&E à titre personnel

Source: project team in Senegal

### 3.5. Efficiency

#### Were the project expenditures in line with budgets?

According to the last financial delivery report provided by UNIDO HQ (dated November 15, 2023), Ethiopia spent 3 474 120 Euros and Senegal 3 958 838 Euros which gives a disbursement rate (against the amount allocated to each country respectively)<sup>27</sup> of 99.7% and 89.3% respectively.

#### How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results?

A common practice for measuring the efficiency of a project is to calculate its Efficiency index. This index is calculated by the ratio of the physical achievement rate (at outcome level) to the disbursement rate. Ethiopia and Senegal have achieved a physical execution rate (at outcome level) of 86% and 86.4% respectively (See calculations in annex 5).

As a result, the Efficiency index is equal to 0.86 for Ethiopia and to 0.97 for Senegal which is considered moderately satisfactory for both country, Senegal being a little bit more efficient in achieving its results.

However, it should be noted that the Efficiency index is a proxy to estimate the cost-effectiveness of a project. Its accuracy depends on the data used.

#### How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period?

In Ethiopia, the process of equipment and working material supply and installment caused long delays for the MSMEs and Farmers' unions to engage in their activities (e.g., bakery materials yet to install in Bulbula town, etc.). Also, the project implementation was affected by the COVID 19 crisis and security issues that led to the cancellation of some project's activities in Tigray and to the postponement of some activities in the Amhara region that the 2 no-cost extensions of the project duration were not able to offset.

In Senegal, the project experienced delays at its inception (delayed signature of the project document and COVID 19 emergence) which undoubtedly contributed to delaying the implementation of activities and ultimately the achievement of results, which the two six-month no cost extension did not completely solve, to the extent that certain activities have not yet been able to be carried out.

During implementation, several constraints, both external and internal, hindered the achievement of results on time. Externally, these are COVID-19, the 2022 local elections in Senegal and the political instability in the country between 2021 and 2022, which have delayed the implementation of activities on the ground. For instance, the project to install an ethanol production unit from mango by-products in the integrated economic platform of Bignona was suspended by the new municipal team resulting from the January 2022 elections, which was awaiting the results of the audit of the Chamber of commerce responsible for its implementation.

Internally, operational delays occurred linked to the approval process of work plans and budgets, cumbersome procurement procedures, the departure of the initial Project Manager in 2022 whose support in terms of advice and monitoring was particularly appreciated by the local project team. All these led to postponement or cancellation of activities. For example, due to administrative delays in approval, the establishment of

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<sup>27</sup> For a budget amounting 3 485 148€ for Ethiopia and 4 435 644 for Senegal ( Cf. project document)

credit within the framework of DER/FJ and project co-financing was delayed by a year and a half.

**What measures have been taken during planning and implementation to ensure that resources are efficiently used?**

In Senegal and as already mentioned in the MTR and confirmed by the evaluation team, during the COVID-19 crisis, the project was very reactive by quickly putting in place an emergency response plan which made it possible to develop new skills to fight against the spread of the pandemic and to preserve jobs in existing companies. As a result, by supporting the activity of 63 companies during the COVID 19 crisis, it was possible to preserve about 381 threatened jobs.

However, the project missed the opportunity to develop synergies with other projects operating in the same area (AGROPOLE SUD, PROVAL-CV, AGRI-JEUNE) which should allow it to make economies of scale on investment costs and to maximize its effects and impacts in terms of job creation and wealth.

In Ethiopia, the project has directly promoted synergies between PROSEAD, IAIP-SP, and other initiatives, such as the two AICS-funded initiatives on value chain development in Oromia and South Ethiopia and skill development, on skill development and job creation with GiZ and ILO, the DfID/FCDO funded "Manufacturing Africa" initiative (in particular concerning investment attraction), and the FAO "Hand in Hand initiative" (in particular, concerning agricultural development).

A missed opportunity for the project was to establish synergies and collaborations between its two components implemented in Ethiopia and Senegal. Such exchanges could have helped fill potential gaps or similar challenges, benefit from lessons learned from each other, even if the contexts differed, knowing that both components aimed at the same objective, namely, and promoting inclusive and sustainable industrial development for job creation.

**Have the inputs from the donor (BMZ), UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?**

Financial inputs were provided by BMZ as planned and have been adequate to meet the project requirements. The project was qualified as being very ambitious, but it was mainly in terms of initial implementation duration. In addition, in both countries, the project teams were able to mobilize co-financing either from government or private sector. This has however not been well monitored and documented.

### 3.6. Sustainability

#### **A satisfactory level of ownership expressed by all stakeholders in both countries**

During project's implementation, the participation and involvement of all relevant stakeholders strongly contributed to the ownership of project's approaches and results thanks to the efforts made by the project teams through counselling, continuous presence and availability, in both countries, even if this could have been partly affected in Senegal by the turnover of some decision-makers (following the municipal elections of 2022).

All stakeholders met during the evaluation mission have recognized the "uniqueness" and the importance of the project to them and confirmed their understanding that it is in their interest that project benefits continue to flow. This has particularly been materialized in Ethiopia with the mainstreaming of project's outputs in the national policies, such as the

investment promotional strategy which was adopted and is being implemented by the EIC. Nevertheless, this is less true in Senegal where all the work done on SEZs in particular, the recommendations for reforming the regulatory framework are not yet implemented.

### **A poor risks management in both countries**

The project design has properly identified the risks that could hinder the sustainability of the project's achievements and has planned measures to mitigate them, including regarding the macro-sociopolitical instability, institutional weaknesses at regional and local levels. However, the risks table was not updated at project inception as requested and the activity reports did not provide information on how these risks have evolved and whether they have been taken into account.

### **A short-term exit strategy in Ethiopia versus a not clearly defined one in Senegal**

Regarding the project's exit strategy, which was not explicitly requested in the project document, the situation differs in the two countries. In Ethiopia, the project exit strategy foresees a hand-over to other ongoing UNIDO executed IAIPs projects to consolidate project's benefits in particular in terms of further MSMEs' support. Whereas in Senegal, there is to date no clearly defined exit strategy, which constitutes a major risk for the sustainability of project's achievements. Furthermore, the lack of synergy and articulation between the activities implemented at the macro level with those at the meso and micro levels do not argue in favour of the sustainability for the results obtained at these levels.

### **Financial sustainability:**

In Ethiopia, the innovative financial mechanisms promoted by the project (CCF, capital leasing, and equivalent to OMO bank loan access) are expected to be up scaled, solving the issue related to loan access faced by MSMEs and PCs. Indeed, thanks to the success of the pilot test implemented by IFC and the government of Ethiopia in Amhara and Oromia regions which involved two cooperative unions, two primary cooperatives and six privately-owned agro-processors directly, and thanks to the UNIDO capacity building programme aimed at raising awareness and enhancing the capacity of the value-chain actors and stakeholders, the government is currently working on implementing this CCF modality at the national level.

In Senegal, the project and the DER/FJ signed a cooperation framework in September 2022 which allowed the establishment of a co-financing mechanism (400 million FCFA managed by the DER/FJ) intended to finance the economic initiatives of the entrepreneurs and economic operators in the intervention areas. This co-financing enabled the implementation of 66 projects in the sector of processing agricultural products, fishing and beekeeping, thus creating 412 direct and 1,747 indirect jobs. However, the cooperation framework did not provide for specific provisions on the continuation of funding grants to beneficiaries after the end of the project even if they appear in the DER/FJ database, and even less on the future use of the counterpart funding that the project has made available to the DER/FJ once the fund is replenished. These shortcomings constitute major risks to the sustainability of the mechanism and consequently to the continuity of financing of MSMEs. However, during the field mission, the evaluation team was informed of a meeting between the DER/FJ and the project team to discuss the perspectives of the management of the funds granted.

### **Socio-political sustainability:**

In both countries, community participation in project helped to ensure the sustainability of the results and developed community ownership. The project is a unique business model for beneficiaries and income-generating and employment opportunities for unemployed. This has contributed a lot in creating good ownership of the project by the communities

and sustaining the impacts of the project. However, socio-political instability in certain regions (Tigray and Amhara) of Ethiopia is putting at risk project's benefits and has already started to undermine some of its achievements. In Senegal, socio-political unrest already observed in Casamance has at most delayed project's implementation without however calling it into question or destroying the benefits acquired. It is likely that such a situation will recur with the holding of the next presidential elections scheduled for 2024.

#### **Institutional and Governance-related sustainability:**

In Ethiopia, the project's activities have been built on an existing system and involved federal, regional IPDCs stakeholders during the implementation. Many of the local government structures (federal, regional, woreda) have all been capacitated by the project and are able, according to most interviewees, to replicate the knowledge and skills acquired.

In Senegal, the project strengthened the capacities of local elected officials (departmental councils) and provided them with new tools such as the local economic animation networks (REAT) and the territorial economic information system (SIET). Both have been institutionalized. The decrees signed by the departmental councils relating the networks are necessary but not sufficient insofar as they have not yet put in place resources for their operation (premises, budgets) but this nevertheless demonstrates a commitment. The importance of the SIET was recognized by local authorities and other technical structures as an important decision-making support instrument; however, its implementation has not yet been finalized, much less its deployment. In addition, the mobilization of resources for its operation was just limited to verbal commitments at the level of certain departmental councils and there is no clear visibility on its effective support and its sustainability.

In both countries, the project contributed significantly to strengthening the production and management capacities of MSMES as well as the skills of entrepreneurs, which is favorable to the consolidation or creation of jobs and income. However, for individual operators and those in groups, supported towards the end of the project, the sustainability of the achievements is compromised due to the late implementation of financing, the delay in the provision of the equipment/materials by the project, the late completion of production infrastructures, the absence of technical and financial resources for the upkeep and maintenance of equipment as well as the absence of support in terms of training, advisory support and coaching. During field visits to the achievements, the evaluation mission noted cases of construction work that had not yet been finalized, buildings newly constructed but not yet in use, and poorly maintained and dilapidated equipment.

#### **Environmental sustainability:**

Ethiopia has been experiencing climate extremes, such as droughts and floods, increased temperature, and erratic rainfall. Studies show that the frequency and magnitude of droughts has increased over the past few decades, especially in the lowland areas of the country. Except for climate change, the major environmental issues affecting Ethiopia are soil erosion and land degradation, deforestation and forest degradation, water scarcity, biodiversity loss, and various types of pollution. Climate change can be a major challenge to the country's efforts towards achieving food security and environmental sustainability, climate change is projected to reduce yields of the wheat staple crop by 33%, further contributing to poverty in Ethiopia.

Casamance, in Senegal is a highly rural area whose economy depends on agricultural activities. Its production system is dependent on climatic variations. The main manifestations of this climate variability relate to significant rainfall deficits and the rise in temperatures. This deterioration of climatic conditions results in salinization soil and

water, the acceleration of the decline in agricultural production in general, the decline of lowland rice cultivation in particular and the destruction of natural resources.

As a result, in both countries, Climate change could also negatively impact in the long-term efforts made by the project in the agriculture and allied sectors.

### 3.7. Progress to Impact

#### **Some promising progress that needs to be consolidated and expanded to achieve a significant transformation of the economy.**

Based on the findings through desk review, face-to-face interviews or focus group meetings and observations during the field visits, the evaluation team identified the following progress towards impact:

In Ethiopia, at the macro level, the investment promotion strategy elaborated by the project has been integrated into federal policies (i.e. incentives, website, monitoring, etc.) and financial tools such as Collateralised Commodity Financing (CCF) have been validated and are about to be rolled out nationally. This should help attract local investors and Foreign Direct Investment (FDI) and thus contribute to the structural transformation of the Ethiopian economy.

At the federal and regional levels, human capital has been developed and has begun to institutionalize, while the changing management and entrepreneurial mind set in IPDCs and IAIPs promise to transform the economy.

At the micro level, the ambition to develop further, by certain beneficiaries stimulated by the project (the Malebu Hujo honey cooperative, the poultry cooperative and the Hitosa, Meki Batu Unions for examples) and the desire for replication expressed by the surrounding communities could also be an enabler towards the expected impact.

In Senegal, the support provided by the project in terms of knowledge and technology transfer and access to financing has enabled very small already established businesses and new entrepreneurs in the start-up phase to strengthen their production and agro-food processing capacities, thus contributing to the consolidation/creation of jobs and to a lesser extent, the diversification of sources of income.

These encouraging results, although limited in volume, have nevertheless demonstrated the potential for jobs and wealth creation around agri-food and related value chains in the targeted project's sites, through the supply of support either to already established businesses or entrepreneurial initiatives at the start-up phase.

However, these results remain insufficient to contribute to a real structural transformation of the territorial economy. The supported companies are still structuring and developing and still lack financial, human and technological resources to sustainably operate.

Consequently, in both countries, there is still a long way to go but there is hope, with a future massive installation of agro-industrialists within the IAIPs and around in Ethiopia and with the completion of the Agropole Sud and its operation in Senegal, that win-win and lasting partnerships will be established, between the small businesses and entrepreneurs supported by the project and the agro-industrialists.

Progress to impact can be considered significant from a qualitative point of view. Indeed, the project was able to demonstrate the relevance and effectiveness of the approaches and tools used but limited on a quantitative point of view due to its demonstrative nature and absence of critical mass of beneficiaries.

### 3.8. Gender Mainstreaming

Has the project adequately addressed gender in its design and intervention?

**The project has supported gender inclusion, women and youth economic empowerment but did not specifically address equity issues.**

At project design, no gender analysis was conducted or included in the baseline study, the project was mainly oriented towards job creation with a focus on women and youth who are quite active in agricultural and agro-industrial sectors. Likewise, no specific activities or budget to address gender equality issues (e.g. to fight against cultural stereotypes existing in certain IAIPs sectors, address their specific needs and priorities...). Gender consideration was reflected in the Project Results Framework by the inclusion of sex and youth disaggregated targets.

Efforts were made by the project teams in both countries to involve women and youths in project's activities during implementation and to collect sex and age disaggregated data. Same opportunities as men were given to women and youth to participate in capacity building trainings and other awareness raising and information activities, even if full parity was never achieved, and to play an equal role in entrepreneurship and business development. For instance, the project team negotiated with Amhara IPDC, the corporation managing the Bure Integrated Park and allied seven RTCs, the idea that the foreseen greenery and sanitary MSMEs to be created could and should be managed and run by female and male youth. The selected and organized youth are those who had been displaced during the development of the park and the RTCs.

In Ethiopia, about 43% of beneficiaries in terms of jobs created or retained were women and 47% were youths. 525 MSMEs saw their management practices improved thanks to the project, including 46% owned by women and 29% by young people. Project activities attempted to ensure gender parity and to promote inclusion of vulnerable people, in particular, displaced populations who were targeted following the construction of the parks, in agricultural value chains, for job accessibility as observed in poultry farming, cleaning and sanitation, beehives, greenery work in the IAIPs of Yirgalem, Bulbula, Hitosa, and Yirgachefe.

In Senegal, the project created or retained 1920 jobs of which 47% for females and 56% for youth. Management practices were improved for 177 MSMEs, of which 49% managed by women and 61% by youths. These participated in the consultation phase and studies carried out at the start of the project and remained so during the implementation phase. The multiple and multifaceted support (training, coaching, financing, equipment, networking) provided by the project made it possible to consolidate jobs, create new ones, diversify, and expand the ranges of products and by-products for agri-food industries, to access new markets and customers, to start new entrepreneurial initiatives. Above all, they contributed to the economic empowerment of women as well. During field visits, the women business leaders met emphasized that the project's support significantly contributed to the consolidation and diversification of their sources of income and to strengthening their social and economic role within their family and community. However, the challenges of training, access to technologies and financing still persist. The technologies made available to women and young people have contributed to the reduction of arduousness and working time while improving efficiency in the execution of tasks and the quality of the processed products.

According to the people interviewed by the evaluation team, the project support contributed to the emergence of female and young leadership in the field of entrepreneurship, to strengthening their self-confidence to launch into a project and contributed to job creation. However, the constraints of access to land and space for the installation of processing units are acute, particularly for women, while for young people, the nagging question of access to financing due to lack of guarantee or financial contributions initially remains a hindrance.

In addition, it should be noted that the jobs created did not always meet the international standards of the international labor office in terms of social protection, sustainability, etc. The salaries received corresponded for the most part to the minimum in force in the country, but remained insufficient according to the beneficiaries interviewed, who often had to seek for other additional income sources.

### 3.9. Environmental and Social Impacts

Did the project use an environmental and social screening and assessment procedure? To what extent did the project identify and realize opportunities to strengthen the environmental and social sustainability?

**Social concerns mainstreamed in project's activities in both countries and a particular focus on displaced populations in Ethiopia and circular economy in Senegal**

During the design phase, the project was classified as category C, as per UNIDO's framework for Environmental and Social Safeguards Policies and Procedures (ESPP), given its strong focus on capacity building for MSMEs. The project was therefore exempted from conducting an environmental and social impact assessment and elaborating a management plan accordingly.

As already mentioned during the MTR, the evaluation team also noticed that IAIPs in Ethiopia, in particular the two visited, Yirgalem and Bulbula, were built according to international environmental standards and have their own treatment center. In addition to creating MSMEs for the population who was displaced due to the construction of the park, the project also provided protection equipment and material and training on safe practices for personnel involved in handling, storage and disposal of materials and wastes when relevant. However, the evaluation team did not notice a special focus of the project on environmental concern in terms of promoting renewable energy or water recycling or saving systems for MSMEs for instance.

In contrast, in Senegal, environmental concern was widely diffused in the project's activities, which massively promoted circular economy solutions to strengthen the economic efficiency of MSMEs while reducing their environmental impact. Appropriate solutions and technologies have thus been distributed to the beneficiary MSMEs. These include: i) the provision of water treatment devices to improve its quality and reduce withdrawals from deep water tables, in a process of adaptation to climate change; ii) the promotion of renewable energies and in particular solar energy as a source of energy with beneficiary companies; iii) the promotion of waste recycling and composting, in particular through the establishment of dedicated training; iv) direct technical assistance to several companies in the green economy sector (GIE Biocharbon and GIE Baye Ndoeye in particular); and v) the recycling process of plastic bottles into fly traps.

### 3.10. Human rights

#### How did the project address human rights issues?

The project's design did not mention human rights to be considered in project's implementation. Project reporting did not explicitly provide information on achievements, outcomes and impact in favor of human rights.

However, it should be noted that project's activities have contributed to several rights. For instance, all capacity building and training activities for the youth contributed to the right for education. Training tools/handbooks for SMEs included sections on gender sensitivity, sexual harassments, workplace safety with respect to agro-processing factories. Similarly, activities promoting circular economy in particular waste recycling and supply of technologies and equipment aimed at protecting workers (Personal protective and safety equipment contributed in Ethiopia & Senegal to the right to have a healthy environment...In Ethiopia, the project benefited displaced man, women and youth (those displaced during IAIPs/RTCs construction). Finally, the project tried to promote as much as possible the concepts of decent jobs as defined by ILO, that is, the creation of sustainable jobs, with good working conditions, using (where appropriate) safety or health protection equipment, with salaries which are not lower than the minimum level in force.

### 3.11. Partnerships

In Ethiopia, with support and involvement of the project and other UNIDO projects, the Government of Ethiopia has progressively established a shared governance structure for all the projects supporting IAIP implementation. The institutional framework for the governance of the IAIP Programme has progressively involved more public authorities (line Ministries, specialized agencies, and regional authorities) and development partners. The focus and participation led to a multi-layered governance system, from federal and regional to Woreda levels which has so far allowed the maximization of participation and exchange among development partners while at the same time ensuring that the steering committees and coordination platforms remain focused on their primary objective.

The largest successful partnership was the creation of a PROSEAD+ Coordination Platform, with the participation of development partners in the promotion of agro-industrial development (BMZ, AICS, Koika, GiZ/Agriculture, DfID/FCDO, and IFC), UNIDO serving as the Secretariat of the Platform.

Regarding UN agencies, the project approached ILO-PROAGRO project to further capacitate the Poultry Micro value Chain established in Oromia. The project manager at ILO has met with the Hitossa Union manager and board chairperson. Discussion is ongoing on modality and project plan development to strengthen mutual collaborations.

The project also signed Letters of Intent (75) with the regional IPDCs and other main actors (Unions, MSMEs and Investors) in Sidama, South Ethiopia, Amhara and Oromia. Meaningful progress has been made in the formalization of partnership with various actors including the Job Creation Enterprise regional Bureaus and with MFIs. But it still must build partnership opportunities between local and German/European companies to further enhance opportunities for accessing new markets, as well as between Ethiopian MSMEs within and around the IAIPs/RTCs to enhance the sustainability of achieved results.

In Senegal, at its inception, the project carried out a mapping, which made it possible to identify the stakeholders involved in the ecosystem of support for local development and promotion of entrepreneurship. Numerous effective and strategic partnerships have been established with decentralized technical services and local authorities, notably the local missions for employment and entrepreneurship in the three regions, the youth and women's entrepreneurship centers in the nine departments, the nine departmental councils, the chambers of trades and the chambers of commerce of the three regions as well as the decentralized technical services.

These partnerships promoted anchoring and institutional support of the project at the territorial level, strengthened the capacities of regional and local institutions in their sovereign missions of supporting entrepreneurship and women and youth employment and provided them knowledge products and planning and promotion tools for the development of the territorial economy.

As an illustration, the collaboration between the project and the local employment and entrepreneurship mission newly created in 2021, was mutually beneficial, since it allowed the local employment and entrepreneurship missions to deploy the State-Employer agreement, materialized by the enrollment of three new companies managed by women who benefited from a subsidy of 50% for the salaries of their new employees for a period of two renewable years. Likewise concerning access to the financial mechanism jointly put in place by the DER/FJ and the project, the Entrepreneurship and Youth Employment Centers of the nine departments of Casamance played an active role in informing and raising awareness of women and youth, and in receipting and transmitting funding applications. The chambers of trade and commerce of the three regions also collaborated with the project and particularly supported the implementation of the COVID-19 response program by connecting local artisans with the project for the manufacture of masks. They also played a role in providing information and awareness-raising for businesses and entrepreneurs for access to the financing from the DER/FJ.

On the other hand, the project was not very active in the search for partnerships with projects and programs operating in its area of intervention. For example, the collaboration with the AGROPOLE Sud project, which was the basis of its design, has not led to concrete achievements, while the integration of the companies supported by the project into the agropoles is currently uncertain. Also, the project missed the opportunity to build a partnership with other projects such as AGRI-JEUNES and the Agricultural Value Chain Development Project, which operate in the same three regions covered by the project.

During its implementation, the project also did not develop partnerships or draw lessons from the experiences of other agencies of the United Nations system intervening in the field of entrepreneurship and youth employment such as the two projects, "Integrated country approach for the promotion of decent employment for young people in rural areas" and "Creation of employment opportunities for young people in the agri-food sectors via aquaculture systems and cassava value chains sustainable development in West Africa including Senegal" which are implemented by FAO.

Likewise, apart from the collaboration with the cooperative SOCAAS<sup>28</sup> which resulted in fundraising within this institution to finance the establishment of the SIET, the project has failed to diversify its partnership with other civil society or private sector actors capable of supporting the promotion and development of entrepreneurship and youth employment. The SMEs/ Economic Interest Groups (GIE) supported by the project were rather beneficiaries of its support.

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<sup>28</sup> Société Coopérative des Acteurs de l'Agropole Sud

Regarding the expected partnership between local and German/European companies, efforts made by the project teams in the two countries were unsuccessful due to context related conditions which were not met, in Ethiopia due to socio-political unrest and other difficulties currently faced by the Ethiopian economy, in Senegal due mainly to the fact that the Agropole Sud is still not operational.

### 3.12. Performance of Partners

#### **UNIDO**

**Was project staff timely recruited and technical expertise adequately mobilized at project design and implementation?**

International and national experts were made available by UNIDO to carry out consultations and feasibility studies leading to the development of the project documents in each country.

Likewise, UNIDO tried to connect the country teams with its Investment and Technology Promotion Offices (ITPO) in Bonn (Germany) and Rome (Italy) in order to explore partnership opportunities and business between national, German and European companies. These contacts were unsuccessful in Senegal because the concerned technologies were not adapted to the context. In Ethiopia, it did not happen either due to the reluctance of foreign companies to come to a country experiencing political unrest.

In Senegal, the M&E officer was never appointed and despite alternatives provided by HQ, this has impacted the M&E activities and therefore the data collection.

**Did UNIDO provide a satisfactory follow-up to address implementation bottleneck?**

Overall, UNIDO provided an adequate monitoring during project implementation in both countries, although the project components were independently implemented by a different project manager in each country, The project manager in charge of Senegal left his post before the end of the project and was replaced by the project manager of the Ethiopia component, which led to some difficulties and misunderstandings due to differences in personality and management style.

Some bottlenecks were generated by the delays linked to UNIDO's lengthy and demanding procedures in terms of supplier selection, procurement, etc. but also for the release of budget advances which have caused delays in the implementation of activities.

#### **National counterparts**

**To what extent was the project ownership?**

Ownership by national counterparts in both countries was generally high. All stakeholders along the value chains were very committed, thanks to continuous dialogue and work proximity provided by both project teams.

Good coordination was ensured in both countries through a project specific steering committee in Senegal chaired by the representative of the Ministry of Economy, Planning and International cooperation, co-signer of the project document, and a shared multi-layered governance structure (from federal and regional to woreda levels) for all the

projects supporting IAIPs' implementation, established by the Government of Ethiopia and which involves line Ministries, specialized agencies, regional authorities and development partners.

Did they engage with UNIDO in policy dialogue to promote the up-scaling or replication of innovations?

In both countries, discussions are currently going on how to build on project's achievements to consolidate those that need it and replicate or expand nationally the successful demonstrated approaches.

## **DONOR (BMZ)**

Was the donor involved in the project's follow-up? Did the donor provide feedback to progress reports including MTR?

In addition to providing the funding in accordance with what had been planned, BMZ has supported the deployment of monitoring-evaluation by proposing a series of indicators, accompanied by definitions of the associated concepts, these being not always adapted to the context, and methods for data collection. However, changes following the reformulation of some indicators to further contextualize them or the gradual abandonment of some of them have made data collection for monitoring-evaluation as well as reporting difficult.

Furthermore, the recommendation addressed to BMZ during the mid-term review was followed and the project was thus able to benefit from a no-cost extension (two 6-month periods until 31 December 2023).

### **3.13. Results-based Management**

Annual workplans have been prepared according to the project logical framework included in the project document and activities have been implemented accordingly. Progress made by the project were reported on an annual basis and output and outcome indicators were regularly informed and transmitted to UNIDO HQs and donor.

For this, Ethiopia project team prioritized the BMZ KPIs and was able to rely on its Community Development Facilitators /UNIDO coordinators based in the regions to collect data whereas monitoring has been more laborious in Senegal due to the plethora of indicators available (that also included the UNIDO IRPF indicators introduced in May 2022) and to the fact that there was no dedicated M&E expert within the team.

An adaptive management was also successfully deployed throughout project's implementation. First, at inception phase, and due to the lack of contextualization of the project's approach, activities and indicators have been reformulated, based on the additional studies conducted, however, without changing the primary project objective and expected outcomes. The contextualized elements were considered and mainstreamed.

The project also demonstrated a great capacity for adaptation during the COVID-19 pandemic during which special relevant activities were added in response to the crisis whereas also having contributed to the project's objective of creating and maintaining jobs.

### 3.14. Monitoring & Reporting

Was the M&E plan included in the project document and did it include a proper M&E methodological approach?

The M&E section in the project document is relatively brief. It was expected that it would be more detailed during the inception phase and that baseline indicators would be developed and monitored on an annual basis.

Two independent project reviews were also carried out (MTR and TE), which were assisted by the UNIDO Evaluation Unit. Except for these two activities for which a budget was specified, no other budget allocations have been mentioned for other M&E activities.

Was an M&E system put in place during project implementation and did it facilitate timely tracking of progress towards project results?

**Monitoring the project's progress and implementing M&E was made easier in Ethiopia thanks to the data collection system put in place, whereas it was more laborious in Senegal.**

In Ethiopia, monitoring was carried out jointly with local stakeholders (IPDC, regional employment and skills offices). Data was collected by the Community development facilitators (CDFs), who were responsible for supporting the project team in the field with this task in particular and forwarded to the UNIDO regional coordinator assigned to each site. Data compilation and quality assurance were carried out by the team's M&E expert.

In Senegal, the absence of an M&E specialist within the project team (a problem already highlighted during the MTR) and the outsourcing of this function as an alternative, which did not satisfy the project team, were the weakest links in implementation. Monitoring also proved laborious for several reasons, such as the instability of indicators (increase then reduction in number, reformulation, and withdrawal), uncertain measurement methods, the unsuitability of certain indicators for the context, making it difficult to collect the necessary data, and a poor understanding of the concept of job creation. Similarly, the evaluation team noted that during project's implementation, the articulation between output 3.3 and other project outputs was weak, the former having been implemented in a quasi-autonomous manner.

For both countries, the challenge was to collect data for a very large number of indicators on the one hand and to provide information on certain indicators based on standards poorly adapted to the context on the other hand. Indeed and as an example, measuring the number of jobs created by the project referred to the ILO definition for which, "a decent job<sup>29</sup> must be at the level of the national minimum wage or with a salary higher than the minimum thresholds set, with a "reasonable" working time, that is to say at least 20 hours per week for a duration of at least 26 weeks cumulative to at least 520 hours in total). This has not always been verified. Some of the jobs created by the project and listed as such were rather precarious, because they were seasonal or one-off (a few hours per week), they did not allow the people concerned to earn a good living and did not offer social security coverage or pay slips.

How well have risks outlined in the project document and been monitored and managed?

**Overall, risks were well identified at project's design but were neither been reviewed nor updated during implementation.**

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<sup>29</sup> BMZ reporting table for the SI « Decent work for a just transition ».

Risks have been properly listed in the project document along with their respective level of occurrence and the proposed mitigation measures. However, during project implementation, no risk management mechanism has been put in place. There is either no evidence that the risks have been reviewed and updated. The progress reports mentioned the security issues in Tigray and in Amhara, in Ethiopia, and the impact of the COVID-19 pandemic on project's implementation in both countries.

### A proper reporting on project progress at output and outcome levels

The contractual reports were prepared and transmitted to UNIDO and BMZ according to the frequency set out in the project document. They clearly described the progress of the project in terms of carrying out activities, the level of achievement of indicators, lessons learned, as well as difficulties and recommendations. However, the reports did not include any assessment relating progress achieved towards project objectives and whether the project was on track or not.

### 3.15. Project Ratings

#	Evaluation criteria	Rating	
		ETHIOPIA	SENEGAL
<b>A</b>	<b>Progress to Impact</b>	MS	MS
<b>B</b>	<b>Project design</b>		
1	• Overall design	MS	MS
2	• Project results framework/log frame	S	S
<b>C</b>	<b>Project performance and progress towards results</b>		
1	• Relevance	HS	HS
2	• Coherence	S	MS
3	• Effectiveness	S	S
4	• Efficiency	MS	MS
5	• Sustainability of benefits	MS	MS
<b>D</b>	<b>Gender mainstreaming</b>	MS	MS
<b>E</b>	<b>Project implementation management</b>		
1	• Results-based management (RBM)	S	S
2	• Monitoring and Evaluation, Reporting	S	MS
<b>F</b>	<b>Performance of partners</b>		
1	• UNIDO		S
2	• National counterparts		S
3	• BMZ		S
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>		
1	• Environmental Safeguards	MS	S
2	• Social Safeguards, Disability and Human Rights	S	S
<b>H</b>	<b>Overall Assessment</b>	MS	MS

HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory.

# Conclusions and Recommendations

## 4.1 Conclusions

1. The project's theory of change was and is still very relevant, it is based on past lessons learned from several initiatives undertaken in this area by both UNIDO and the targeted countries. However, the original design of the project was not sufficiently contextualized and did not involve national (federal authorities in Ethiopia) or local (Casamance regions in Senegal) stakeholders. This was corrected during the inception phase in both countries, where more in-depth feasibility studies were carried out.
2. The project is perfectly aligned with development priorities of both countries as well as beneficiaries' needs and helped support both countries to fulfil their international obligations in contributing to several SDGs. In addition, the project was also aligned with the donor's priority of creating decent jobs to fight against poverty in Africa and UNIDO mandate of promoting ISID.
3. The project was consistent with the interventions of other actors in the same areas, ensuring complementarity and coordination of the activities implemented, adding value while avoiding duplication of effort. This was particularly effective in Ethiopia but less so in Senegal where no real synergy was achieved with projects financed by other donors such as the Agropole south project and the GIZ project.
4. In Ethiopia, the project achieved good results in terms of job creation and improvement compared to expected targets. Indeed, 1044 jobs (out of the planned 1021) were created in 138 MSMEs/PCs engaged in food industries, micro-agricultural value chain of provision of avocado and coffee nurseries, provision of services such as production construction materials, greenery, waste management and security services for the targeted IAIPs/RTCs, agricultural pest control and personal protective equipment (PPE) for factory workers. 525 jobs were improved (out of the 470 planned) in 22 MSMEs through professional training and provision of materials/equipment and/or technologies. To date, the MSMEs/PCs supported by the project are at different levels of engagement and results. Some face difficulties to operate properly, due to lack of raw materials, workspace or production factors (power supply), lack of customers in the IAIPs or around the parks, others need additional technical training or maintenance skills to be fully effective. Most of them are in their mature phase and it is still too early to say whether they will maintain themselves.

In Senegal, the project created or retained 1920 jobs including the 381 jobs during the COVID19 pandemic. About 177 SMEs were supported mainly for improved working conditions or incomes thanks to advice and technical assistance to enhance their production process or through the supply of equipment/materials. 61 SMEs received training on market access, commercial negotiations, cost accounting and introduction to e-commerce and 9 agro-processors have obtained the manufacturing and sale authorization code FRA<sup>30</sup> for 54 of their products. About 739

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<sup>30</sup> The manufacturing and sale authorization commonly known as the FRA number authorizes the manufacture, processing and packaging and sale of all products intended for human or animal consumption in Senegal.

individuals out of the 1200 targeted received different types of training, reinforcing the human capital of the region. Also, the project particularly focused on initiatives promoting circular economy and on innovations, whether linked to collaboration processes, production or commercial outlets. Several pilots were implemented to demonstrate the relevance of the selected approaches/methodologies. However, impact was limited due to the absence of critical mass of beneficiaries and the dispersion of interventions.

5. In terms of efficiency, both components were properly managed and cost for value satisfactory. However, synergies between the two components (Ethiopia and Senegal) and with other partners working in the same areas or thematic could have been further sought to optimize project costs.
  6. An exit strategy is already available in Ethiopia which ensures the handover of the project to two other ongoing projects implemented by UNIDO which are complementary. The project team's exit strategy in Senegal is in progress. In both countries, strong ownership is noticeable in most stakeholders who are aware of the benefits provided by the project. National capacities are available even if they still need reinforcement in specific matters. Financial sustainability could be ensured if mechanisms put in place/tested are up scaled. Only socio-political unrests could jeopardize project's achievements, however, there is political will in both countries to anchor entrepreneurship development as a remedy for youth unemployment.
  7. Early signs of progress towards impact were noted in both Ethiopia and Senegal. However, project achievements are more significant from a qualitative point of view, the project was able to demonstrate the relevance and effectiveness of the approaches and tools used in both countries, than a quantitative one, due to the demonstrative nature of the project and the absence of results for a critical mass of beneficiaries.
  8. Efforts were made by the project, in both countries, to ensure gender parity and inclusion in project's activities. Economic empowerment was achieved for those women and youth successfully supported by the project. However, the project did not specifically address root- causes of equity issues.
  9. The project was exempted from a social and environmental impact assessment during its design although it is well known that industrialization could have a negative environmental footprint. If in Ethiopia, the emphasis was placed on social issues by targeting unemployed displaced populations following the construction of IAIPs, in Senegal, environmental issues were largely diffused in the project activities which massively promoted circular economy, renewable energy and water saving solutions. The awareness raised as well as the provision of environment friendly technologies, although not formalized by a specific analysis, confirm that environmental challenges and risks were fairly well understood and integrated in the behavior of the different stakeholders.
  10. In Ethiopia, significant results were achieved in terms of partnership with various stakeholders, at the federal, regional, and local levels, which made it possible to
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pilot and implement the project in a satisfactory manner. Likewise, in Senegal, the project was able to develop such a multi-actor partnership. Only, the expected partnership between local and German-European companies could not be realized in either country.

11. Overall, the performance of UNIDO and national partners was rather satisfactory even if bottlenecks appeared due to cumbersome administrative procedures of UNIDO and delays in implementation, for the launch of calls for tenders or the delivery of equipment/materials, for instance, which delayed the implementation of some project's activities.
12. The project applied a results-based management as recommended in the project document, at inception and during the COVID-19 pandemic. It demonstrated a great capacity to adapt in both situations by providing appropriate responses focused on the expected results of the project.
13. Monitoring was made complex by the need to align with the donor's own framework, including 8 KPIs, with that of the project, enriched by UNIDO IRPF indicators introduced in May 2020. In Ethiopia, priority was given to BMZ indicators, whereas in Senegal, monitoring was more laborious due to the absence of a dedicated M&E expert in the project team. Overall, the project monitoring was partial, due to the large number of indicators (superposition of several frameworks), to the difficulties to inform some indicators based on their definition, which were poorly suited to the country context that lead to their withdrawal and in the case of Senegal, due to the difficulties to ensure a regular monitoring.

## 4.2 Recommendations and Management Response

#	Recommendation	Management Response	Responsible Entity	Target Date
<b>Ethiopia component</b>				
1.	Implement recommendations included in the communication strategy/action plan developed by the project to accelerate the attraction of foreign/domestic investors in the Industrial Park Development Corporations (IPDCs).	<b>Full Acceptance</b> <i>A continuous effort has been provided into attracting foreign/domestic investors despite several challenge (pandemic, security, etc.). The improving of the global context of Ethiopia will encourage investment</i>	Project Manager (PM) upon consultation with responsables at: - Ministry of Industry (MoI) - Ethiopian Investment Commission (EIC)	<b>Ongoing process</b>
2.	Advocate with other microfinance institutions (MFIs) to facilitate access to loans for MSMEs and cooperatives.	<b>Full Acceptance</b> <i>UNIDO is supporting this under the IAIP-SP project (190018) and the OS-IAIP project (190339)</i>	Project Manager (PM) upon consultation with responsables at: - Regional Industrial Parks Development Corporation (RIPDCs)	<b>Ongoing process</b> (until 31/12/2025)
3.	Develop exchanges between Industrial Park Development Corporations (IPDCs)/Unions to share lessons learned and best practices.	<b>Full Acceptance</b> <i>Where possible such activities will be conducted under the ongoing projects the IAIP-SP project(190018) and the OS-IAIP project (190339)</i>	Project Manager (PM) upon consultation with responsables at: - Regional Industrial Parks Development Corporations (RIPDCs)	<b>Ongoing process</b> (until 31/12/2025)

4.	Plan and identify actions for hand-over after project closure, including scaling-up the Collateralized Commodity Financing (CCF) mechanism.	<b>Full Acceptance</b> <i>UNIDO is supporting this under the IAIP-SP project (190018) and the OS-IAIP project (190339)</i>	Project Manager	<b>Ongoing process</b> (until 31/12/2025)
5.	Keep updating the Integrated Agro-Industrial Parks (IAIPs) website, which is an important attracting tool for investors.	<b>Full Acceptance</b> <i>UNIDO is supporting under the component of the IAIP-SP project(190018)</i>	Project Manager upon consultation with responsables at:  - <b>IAPIs.</b> and with inputs from: • Ministry of Industry ( <b>MOI</b> ), and • Ethiopian Investment Commission ( <b>EIC</b> )	<b>Ongoing process</b> (until 31/12/2025)
<b>Senegal component</b>				
6.	Put in place an incentive regulatory framework for the Specialized Economic Zones (SEZs) based on the recommendations included in the various studies conducted by the project.	<b>Full Acceptance</b> <i>UNIDO will support this recommendation in the design of future projects in Senegal</i>	Project Manager upon consultation with responsables at:  - <b>Government of Senegal</b> - Agence pour la Promotion des Investissements et des grands travaux ( <b>APIX</b> )	<b>By 31 December 2024</b>

7.	Develop a project exit strategy, which will serve as a road map for mobilizing other donors for the consolidation and sustainability of project results.	<p style="text-align: center;"><b>Full Acceptance</b></p> <p><i>An exit strategy has been developed by the team and will be used for further similar UNIDO projects</i></p>	Project Manager	<b>On going process</b>
8.	Decide with relevant persons in the Government on the future of the co-financing made available to the DER/FJ <sup>31</sup> (institution in charge of providing loans to women and youth entrepreneurs) by the project, once it has been reimbursed by the beneficiaries, in order to sustain this financial mechanism.	<p style="text-align: center;"><b>Full Acceptance</b></p> <p><i>UNIDO will take this recommendation into consideration in the design of the next country PCP (Programme for Country Partnership)</i></p>	Project Manager upon consultation with responsables at:  - <b>Government of Senegal</b> (line ministries)	<b>By 31 December 2024</b>

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<sup>31</sup> Délégation Générale à l'Entreprenariat Rapide des Femmes et des Jeunes General (Delegation for rapid entrepreneurship for women and youth)

## Lessons Learned

- Projects dealing with jobs creation in agriculture and allied sectors (in particular for those depending on seasonal products) require a longer project duration (more than 36 months) to ensure that provided support goes beyond the maturity phase for newly created MSMEs and that jobs are sustained.
- It is important to consider the context of a project and ensure that prerequisites and assumptions are met before initiating implementation thus avoid having to make adjustments that alter the initial approach and may cause delays.
- The ability of the project team to mobilize all stakeholders and encourage collaborative teamwork is critical to favor ownership by stakeholders, project's anchoring and sustain its achievements/benefits. A convening power (such as that of the UNIDO project teams in the two countries) is essential.
- The linking of the project to other UNIDO projects and programmes included in the PCP ensures consistency in UNIDO's interventions in the country, prospects for capitalizing on good practices and developing synergies and complementarities, allowing to optimize the impact of UNIDO's support in the country.
- When selecting MSMEs/Cooperatives to support, in a demonstration project, develop criteria to choose the most motivated candidates, with an entrepreneurial spirit, to increase the probabilities of success and use these experiences as models for other potential entrepreneurs. It should be ensured that the selected MSMEs/Cooperatives/ activities are environmentally friendly.
- The creation of platforms for sharing and exchanging information must be done from the start of the project in order to benefit from sufficient support during the implementation of the project and to facilitate their anchoring and appropriation by the structures in charge of the development of the country, for greater sustainability.

## Annexes

### 6.1. Annex 1: Evaluation Terms of Reference



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**  
**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**  
**SAP: 190092**

<b>Title:</b>	Senior evaluation consultant, Team Leader
<b>Main duty station and location:</b>	Home-based
<b>Missions:</b>	Missions to Ethiopia and Senegal approved separately
<b>Start of contract (EOD):</b>	16/10/2023
<b>End of contract (COB):</b>	22/12/2023

#### **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, 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 in the next fifteen years. ***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.

### ***Division of Agribusiness and Infrastructure Development (IET/AGR)***

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 bioeconomy.

### ***Agro-Innovation and Bioeconomy Unit (IET/AGR/AIB)***

The Agro-Innovation and Bioeconomy Unit (IET/AGR/AIB) promotes the development of innovative approaches to agricultural and agro-industrial production by looking at new products for industry, new processes of production, new sources of materials and energy from biomass, new schemes for sustainable production and new approaches to climate adaptation and the reduction of climate change. The Unit will contribute to addressing global challenges such as climate change, food and water shortages, environmental pollution, and loss of biodiversity – all in combination with economic development - by replacing fossil and mineral resources with renewable raw materials and through new technologies in production and processing of agriculture and aquaculture-based products.

Overall, the Unit will support agriculture and agro-industry in Member States in a transition from fossil and mineral-based production to a green and blue circular bioeconomy. Through partnerships with innovative firms, R&D departments and development partners, the Unit draws from the latest technology development in agricultural machinery, agro-processing and digitalization and renders adapted solutions to agro-industry development, emphasizing services to less developed countries. It will also engage with innovative carbon sequestration and biodiversity improvement schemes that help farmers and agro-industry firms to finance and apply new technologies of CO<sub>2</sub> reduction and biodiversity improvement. It will also foster climate adaptation in agricultural and agro-industry production, using more sustainable technology and production schemes.

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

### **PROJECT CONTEXT**

In an effort to make its inclusive and sustainable industrial development mandate (ISID) operational, UNIDO developed the Programme for Country Partnership (PCP), a partnership business model to

mobilize external partners and resources to increase the impact of UNIDO's technical cooperation. The first two PCPs were piloted in Senegal and Ethiopia. In both countries, with the high potential of the agriculture sector and high unemployment rates, key intervention areas include in agro industrialisation. To this end the two countries have prioritized the establishment of integrated agro industrial parks (IAIP) and interlinked Rural Transformation Centres (RTCs) in Ethiopia and Agropoles in Senegal, in regions of high agriculture productive with the potential job creation, SME development and in rural economic transformation. UNIDO has been collaborating with the national governments and other development partners in the delivery of technical cooperation assistance in the two countries towards agro value chain development, job creation, SME development for the sustainable implement of the IAIP and agropole programmes in Ethiopia and Senegal respectively.

Through the PCPs the governments in both countries have mobilized several development partners, UN agencies, financial institutions and the business sector to support the development of their flagship IAIPs in the case of Ethiopia and Agropoles in the case of Senegal, as well as investments in the agriculture sector for poverty reduction, income generation and employment of women and youth.

The Special Initiative (SI) on Training and Job Creation is an initiative of the German government in response to youth unemployment challenges in Africa. Its goal is to create jobs for young people by promoting sustainable investment and private sector development. The initiative aims at achieving these objectives by building partnerships with private firms, business development support (BDS) institutions, associations and chambers, the civil society, the academia and international organizations. In this regard, projected results include: i) create more and better jobs, ii) provide training and skills development and iii) stimulate private sector investment. UNIDO is collaborating with the German government in implementing the SI in Ethiopia and Senegal.

#### DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> <li>- Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</li> <li>- Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</li> <li>- Determine key data to collect in the field and adjust the key data collection instrument if needed.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusted table of evaluation questions;</li> <li>• Draft list of stakeholders to interview during the field missions.</li> <li>• Identify issues and questions to be addressed by the local technical expert</li> </ul>	5 days	Home- based

<ul style="list-style-type: none"> <li>- 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.</li> <li>- Provide guidance to the national evaluator on activities to be undertaken</li> <li>- Prepare division of tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>• Agreement with national evaluator on division of tasks</li> </ul>	3 days	Home based
<ul style="list-style-type: none"> <li>- Online Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>• Division of evaluation tasks with the National Consultant.</li> </ul>	1 days	Through skype
<ul style="list-style-type: none"> <li>- Conduct field mission to Ethiopia/Senegal<sup>9</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications;</li> <li>• Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission.</li> </ul>	20 days	(specific project site to be identified at inception phase)
<ul style="list-style-type: none"> <li>- Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR;</li> <li>- Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments</li> </ul>	<ul style="list-style-type: none"> <li>• Draft evaluation report.</li> </ul>	12 days	Home- based
<ul style="list-style-type: none"> <li>- Present overall findings and recommendations to the stakeholders at UNIDO HQ (online)</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation on preliminary findings, recommendations and conclusions.</li> </ul>	1 days	Vienna, Austria
<ul style="list-style-type: none"> <li>- Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and other stakeholders and edit the language and form of the final version according to UNIDO standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Final evaluation report.</li> </ul>	4 days	Home- based
<b>TOTAL</b>		<b>46 days</b>	

## **REPORTING AND DELIVERABLES**

- 1) At the beginning of the assignment the consultant will submit a concise inception report that will outline the general methodology and presents a concept table of contents;
- 2) The countries assignment will have the following deliverables:
  - Presentation of initial findings of the mission to key national stakeholders;
  - Draft review report;
  - Final review report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations.
- 3) Debriefing at UNIDO HQ:
  - Presentation and discussion of findings;
  - Concise summary and comparative analysis of the main results of the review report.

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 project (or theme) under review. 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 their contract with the UNIDO Quality Monitoring Division

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

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

### **Technical and functional experience:**

- Minimum of ten (10) years' experience in conducting and managing reviews or evaluations (of development programmes and projects), preferably in the field of Project Evaluation, Industrial Development, Project Management with particular emphasis on value chain development and M&E frameworks.
- Sound qualitative and quantitative methodological skills incl. data collection, management and analysis skills.
- Knowledge about Project Evaluation, Industrial Development with particular emphasis on value chain development and M&E frameworks
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks, cross-cutting issues such as gender equality (for programmes and projects with Gender Markers 2A and 2B, this is a requirement)
- Working experience in developing countries, ideally in Ethiopia or in the Horn of Africa.
- Very good communication, interpretation and writing skills, as well as interpersonal skills.
- Proven leadership capacity

**Languages:** Fluency in written and spoken English **and** French is required. Knowledge of another UN language would be an asset.

## **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.

### **Key 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.

## 6.2. Annex 2: Evaluation Framework / Matrix

CRITERIA	#	KEY QUESTIONS	DATA SOURCES	DATA COLLECTION TOOLS	METHODS FOR DATA ANALYSIS
<b>PROGRESS TO IMPACT</b>	1	To what extent are information, lessons learned or specific results of the INOE project incorporated into stakeholder mandates and initiatives such as laws, policies, regulations and projects?	Stakeholders PCUs	Desk review Interviews	<b>Qualitative analysis</b>
	2	To what extent are the specific results of INOE project reproduced or adopted? (replication)			
	3	To what extent are the INOE project's initiatives and results implemented at larger geographical scale?			
	4	What difference has the INOE project made to the beneficiaries? To men? To women?	Stakeholders PCUs Beneficiaries	Interviews Observations	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	5	What are the transformational changes attributable to the INOE project? To what extent? <b>Safeguarding environment:</b> Biophysical changes in reduction of threats emanating from action of humans and changes in the status of the environment <b>Economic performance:</b> Changes in the functioning and management of the resources, finances, income, and expenditure of, for example, a community, business or enterprise, contributed to by the intervention <b>Social inclusiveness:</b> Changes in the provision of certain rights to all individuals and groups in	Stakeholders Beneficiaries	Interviews Observations	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).

		society, such as employment, education, and training.			
<b>DESIGN</b>	6	Is the problem to be addressed by the INOE project clearly identified, with clear target beneficiaries?	Project document PCUs Stakeholders	Desk review Interviews	<b>Qualitative analysis</b>
	7	Was the project design adequate to address the problem at hand?			
	8	Is the design technically feasible and based on best practices?			
	9	<b>Risks management:</b> Were critical risks (related to financial, sociopolitical, institutional, environmental and implementation aspects) identified with specific risk ratings? Were their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?	Project document	Desk review	
	10	<b>Expected results:</b> 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 behavior/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?	Project document Theory of change	Desk review	

	11	<b>Indicators:</b> 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 indicators sex-disaggregated, if applicable? Are indicators SMART?	Project document	Desk review	
	12	To what extent is the project design (in terms of funding, institutional arrangement, implementation arrangements...) as foreseen in the project document still valid and relevant?	Stakeholders PCUs	Interviews	
	13	To what extent were lessons learned from other relevant projects considered in the design?	PCUs Stakeholders	Project document Interviews	<b>Qualitative analysis</b>
<b>RELEVANCE</b>	14	To what extent is the project aligned with the development priorities of both countries -Senegal and Ethiopia? Which SDG indicators is the project contributing towards?	Project document Government related plans UNIDO mandate	Desk review Interviews	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the field interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	15	Is the project consistent with UNIDO's mandate (Inclusive and Sustainable Industrial Development)?			
<b>EFFECTIVENESS</b>	16	What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project against the original/ revised targets??	Project document Project indicators Progress reports PCUs	Desk review Interviews	<b>Qualitative and quantitative</b> analyses
	17	What are the reasons for the achievement/non-achievement of the project objectives?	PCUs Stakeholders Beneficiaries	Interviews/Focus groups	<b>Qualitative analysis</b> Responses from different stakeholders will be compared

	18	In which areas, the INOE project has got the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?	PCUs Progress reports Stakeholders Beneficiaries	Desk review Interviews Focus groups	and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	19	In which areas, the project has got the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?	PCUs Progress reports Stakeholders Beneficiaries	Desk review Interviews	
	20	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?	Stakeholders Beneficiaries	Interviews/ Focus groups	
	21	To what extent have different stakeholders been involved in project implementation?	Project reports PCUs Stakeholders	desk review Interviews	
	22	To what extent recommendations from the MTE been addressed/implemented?	UNIDO HQs PCUs Stakeholders	Interviews	
<b>EFFICIENCY</b>	23	How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results?	PCUs Financial reports Progress reports	Desk review Interviews	<b>Qualitative and quantitative</b> analyses (efficiency index)
	24	To what extent have the UNIDO project implementation strategy and execution been efficient and cost-effective?			
	25	What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets?			
	26	How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period.			

	27	Have the inputs from the donor (BMZ), UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?			
<b>SUSTAINABILITY</b>	28	Will the project results and benefits be sustained after the end of donor funding?	Stakeholders	Interviews	<p><b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation (<b>data triangulation</b>).</p>
	29	Does the project have an exit strategy?	PCUs Reports	Interviews Desk review	
	30	To what extent have the outputs and results been institutionalized?	Stakeholders gov documents	Interviews Desk review	
	31	To what extent will financial and economic resources be available to sustain the benefits achieved by the project?	Stakeholders PCUs	Interviews	
	32	Are there any social or political risks that may jeopardize the sustainability of project outcomes?	Stakeholders PCUs	Interviews	
	33	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?	Stakeholders PCUs	Interviews	
	34	Do the various key stakeholders see that it is in their interest that project benefits continue to flow?	Stakeholders Beneficiaries	Interviews/Focus groups	
	35	Is there sufficient public/stakeholder awareness in support of the project's long-term objective	Stakeholders Beneficiaries	Interviews/Focus groups	
	36	To what extent did UNIDO actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men and women) in a negative way?	Progress reports PCUs Beneficiaries stakeholders	Desk review Interviews Focus groups	
<b>GENDE R/ Environ mental and Social Safegu ards/H</b>	37	Did the project design adequately consider all these dimensions in its interventions? Regarding	Project document PCUs	Desk review	<p><b>Qualitative analysis</b> Responses from different stakeholders will be compared</p>

		gender issues, was the gender marker assigned correctly at entry?			and contrasted. Information obtained during the field interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	38	Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators	PCUs Progress reports	Desk review Interviews	
	39	Are women/gender-focused groups, Disability related associations or units in partner organizations consulted/ included in the project?	PCUs Beneficiaries Progress reports	Desk review Interviews	
	40	How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?	PCUs	Interviews	
	41	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 labor, decision-making authority)?	Progress reports PCUs Beneficiaries stakeholders	Desk review Interviews Focus groups	
	42	To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender and disability dimensions?	Stakeholders PCUs Beneficiaries	Interviews/Focus groups Site visits	
<b>M&amp;E AT DESIGN</b>	43	Was the M&E plan included in the project document? Was it practical and sufficient at the point of project approval?	Project document PCUs	Desk review Interviews	<b>Qualitative analysis</b>
	44	Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results	Project document PCUs	Desk review Interviews	
	45	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?	Project document PCUs	Desk review Interviews	
	46	Did the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Was the M&E plan consistent with the logframe (especially indicators and sources of verification)?	Project document PCUs	Desk review Interviews	

	47	Did it allocate adequate budget for M&E activities?	Project document PCUs	Desk review Interviews	
<b>M&amp;E AT IMPLEMENTATION</b>	48	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?	PCUs Stakeholders PSC reports Progress reports	Desk review Interviews	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	49	Were annual/progress project reports complete, accurate and timely?			
	50	Were monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Did performance monitoring and reviews take place regularly?			
	51	Were resources for M&E sufficient?			
	52	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?			
<b>RBM</b>	53	Were 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)?	PCUs AWPs	Interviews Desk review	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the field interviews and field observations will be cross-referenced with the project's
	54	Did the used monitoring tools provide the necessary information? Did they involve key partners? Are they aligned or mainstreamed with national systems? Were they cost-effective? Were they participative and inclusive?	PCUs Stakeholders	Interviews	

	55	Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions?	PCUs Stakeholders PSC members	Interviews PSC reports	documentation ( <b>data triangulation</b> ).
	56	Assess how adaptive management changes have been reported by the project management and shared with the PSC.	PCUs PSC members	Interviews	
<b>UNIDO</b>	57	Was project staff timely recruited?	Stakeholders PCUs PSC members	Interviews	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	58	Was technical expertise adequately mobilized?			
	59	Did UNIDO provide a satisfactory follow-up to address implementation bottlenecks?			
	60	What was the role of UNIDO country office in supporting the project?			
	61	Did UNIDO engage in policy dialogue to ensure up-scaling of innovations?			
<b>NATIONAL COUNTERPARTS</b>	62	To what extent is the project ownership?	PCUs Stakeholders Beneficiaries Progress reports	Desk review Interviews	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the field interviews and field observations will be cross-referenced with the project's documentation ( <b>data triangulation</b> ).
	63	How did they provide a support to the project, based on actions and policies?			
	64	To what extent the Internal government coordination was adequate?			
	65	Did they engage with UNIDO in policy dialogue to promote the up-scaling or replication of innovations?			
<b>DONOR</b>	66	Were project funds timely disbursed?	UNIDO HQ Progress reports PCUs	Desk review Interviews	<b>Qualitative analysis</b>
	67	Did the Donor provide feedback to progress reports, including Mid-Term Evaluation? Was he involved in the follow-up of the project?			

### 6.3. Annex 3: List of Documentation Reviewed

- Terms of Reference for the terminal evaluation
- Project document
- 2020 Annual report introduction, Ethiopia and Senegal, 31 March 2022
- Request for no-cost extension and work plan of activities, UNIDO, 19 August 2022
- Approval of the request for No-cost extension, Federal Ministry for Economic Cooperation and Development, 22 September 2022
- Consolidated Review Report, final version, Serge Eric YAKEU DJIAM, Team leader (International Consultant), 15 January 2023
- Grant Delivery report as of 16 November 2023

#### **ETHIOPIA**

- “Growth and Transformation Plan II (GTP II) – 2015/16-2019/20”, Volume 1, Federal Democratic Republic of Ethiopia, National Planning Commission, May 2016.
- “PCP Ethiopia”, UNIDO, Annual report 2020
- “Project Inception phase report- Ethiopia”, UNIDO Inclusive and Sustainable Industrial Development for job creation in Ethiopia and Senegal project, 30 June 2020.
- “2020 Annual report - Ethiopia”, UNIDO, 31 March 2021
- “2021 Annual report – Ethiopia”, UNIDO, 31 March 2022
- “2022 Annual report – Ethiopia”, UNIDO, April 2023
- “Progress updates”, November and December 2020, UNIDO Technical Advisor, IAIP Agribusiness development
- “Project progress report- Ethiopia and Senegal”, UNIDO, April to October 2022
- “Project progress update», UNIDO project team, April to July 2023.
- “Project status update”, UNISO project team, 13 November 2023
- “KPI Ethiopia reporting”, UNIDO project team, December 2020 – March 2021.
- “KPI Ethiopia reporting” UNIDO project team, April 2021 – March 2022.
- “KPI 1&2 status”, UNIDO project team, November 2023
- “IAIPSP Indicator progress with IRPF”, UNIDO project team, October 2021
- “Proposed amendment to Ethiopia component”, UNIDO project team, 16 December 2021 and updated on 21 January 2022
- “Revised logframe status”, UNIDO project team, November 2023
- “Federal Steering Committee meeting minutes”, Ms. Selamawit ALEBACHEW, 16 February 2022.
- “Meeting minutes to the 4<sup>th</sup> Federal project steering committee meeting”, Ministerial meeting on Integrated Agro-industrial parks, 30 June 2023.
- “OROMIA RIPDC – UNIDO Service contract, Report to COVID-19 mitigation, ensuring job retention and safety of workers”, December 2020

- “Employment opportunities for local unemployed youth and women through organizing and strengthening MSMEs in selected value chains and allied businesses, Kick-off meeting report”, OROMIA IPDC, April 2022
- “Training report on the art of Bakery”, OROMIA IPDC, June 2022
- “AMHARA RIPDC – UNIDO Service contract», final report, UNIDO regional coordinator, November 2023.
- “The delivery of services related to establishing/strengthening MSMEs clusters in micro-value chains to create employment opportunities, Ethiopia”, Inception report, SIDAAMA National Regional State’s IPDC, September 2021.
- “Nursery Establishment Inception report”, CULTIVAID, October 2021.
- “The delivery of services related to establishing/strengthening MSMEs clusters in micro-value chains to create employment opportunities, Ethiopia”, Report on Second payment of contract 3000092417, SNRS RIPDC, March 2022.
- “SIDAAMA IPDC progress/final report” of first and second contract agreement of BMZ SI/UNIDO project, SNRS IPDC, November 2023.
  
- PwP presentation on “BMZ-SI job project, wrap-up of contracts/projects 1&2”, Southern Ethiopia IPDC, November 2023.
- “List of procurements for SMEs”, Southern Ethiopia IPDC.
  
- “Independent Mid-Term Review of the Inclusive and Sustainable Industrial Development for job creation in Ethiopia project”, Serge Eric Yakeu Djiam (TL) and Filmon Hailu Reda (national consultant); 29 August 2022.
- “Country Assessment paper for Ethiopia”, Geteneh Moges ASSEFA (national consultant), December 2023.
  
- “Coordination of the Integrated Agro-industrialization process in Ethiopia – PROSEAD Component”, final baseline study report, UNIDO, October 2020.
- “IAIP Investment promotion and mobilization strategies – national report (Yirgalem, Bulbula and Bure), Phase 1, final report, FDI Center, 30 July 2021.
- “IAIP Investment promotion and mobilization strategies – AFTERCARE”, Phase 2, final report, FDI Center, 30 July 2021.
- “IAIP Investment promotion and mobilization strategies – INCENTIVES”, Phase 2, final report, FDI Center, 30 July 2021.
- “IAIP Investment promotion and mobilization strategies – POLICY ADVOCACY, PUBLIC-PRIVATE SECTOR DIALOGUE, Phase 2, final report, FDI Center, 30 July 2021.
- “Ethiopia agro-processing forum Dubai”, post-event report, Wavteq, 2021-2022
- “Brief updates on CCF, the national warehouse receipt system pilot implementation”, January 2022
- “Minutes of Investment promotion strategy roll out workshop”, Semira HASSEN (CKM), 4 March 2022.
- “Provision of capacity building to cooperatives and agro-processors for the piloting of commodity Collateralized Financing (CCF) schemes in Ethiopia”, final report, Vallis group Limited, Green Agro Solution PLC, 10 November 2021 – 30 September 2022.
- Presentation on “Promoting Poultry-preneurship to generate additional family income and create decent job opportunity for vulnerable youth and women”, 18 November 2023.

## **SENEGAL**

- “Plan Sénégal Emergent (PSE): Plan d’actions prioritaires 2 ajusté et accéléré (PAP2A) pour la relance de l’économie 2019-2023”, République du Sénégal, Décembre 2020.

- “Lab sur l’Agropole Sud”, Présentation des résultats finaux et conclusions, Sénégal Emergent, 27 juillet 2018.
- “Document de projet” en langue française signé, 21 juillet 2020
- “Rapport de démarrage du projet Janvier-juin 2020”, ONUDI, Juillet 2020
- TDR du Comité de pilotage du projet.
- “Rapport d’étape mars 2020 – mars 2021”, ONUDI, Mars 2021
- “Rapport d’étape mars 2021 – Septembre 2021”, ONUDI, Mars 2022
- “Rapport annuel Sénégal”, ONUDI, Avril 2023
- “Progress report April – October 2022 for Ethiopia and Senegal”, UNIDO, no date
- Présentation sur les résultats atteints par le projet et PTA 2022, ONUDI, Novembre 2021
- Présentation sur les résultats atteints par le projet”, ONUDI, Octobre 2023
- M&E plan revised and 2022 progress reporting, UNIDO, 18 October 2022
- KPI reporting April 2022 – April 2023
- “Rapport de la revue à mi-parcours du projet, composante Sénégal”, Mme Neïla AMARA, Août 2022.
- “Rapport-pays composante Sénégal”, Saboury Ndiaye, consultant national, Décembre 2023
- Présentation sur “la mise en place du mécanisme de financement”, ONUDI, Octobre 2023
- Présentation sur “le système d’information économique territorial (SIET”, ONUDI, Octobre 2023
- “Procès-verbal de la 1ère réunion du comité de pilotage du projet”, ONUDI, 24 novembre 2021.
- “Procès-verbal de la 2ème réunion du comité de pilotage du projet”, ONUDI, 23 novembre 2022.
- “Analyse stratégique des initiatives relatives à l’environnement des ZES”, François SERRES, 1er Février 2022.
- “Rapport stratégique de développement des ZES: impact des réformes, cadre de gouvernance”, François SERRES, 31 mars 2022.
- Analyse d’impact des ZES au Sénégal sur l’investissement, la fiscalité et l’emploi, en relation avec la crise de la COVID-19”, Juillet 2022.
- “Rapport sur les recommandations du cadre réglementaire, institutionnel et opérationnel des ZES”, François SERRES, Juillet 2022.
- “Rapport sur la mise en place d’un outil de suivi de l’impact de la crise de la COVID-19 sur les performances des PME et l’emploi”, Jean-Yves SINZOGAN, 28 septembre 2022.
- “Rapport sur l’appui technique à l’administrateur des ZES et au promoteur de la ZES de Diamniadio”, François SERRES, 10 octobre 2022.
- “Rapport sur l’accès aux facteurs de production dans les ZES”, François SERRES, 18 novembre 2022.
- Rapport sur la formation “gestion des déchets et économie circulaire”, Mme Zeineb BENKHADRA, Novembre 2022.
- “La stratégie de développement des ZES”, Hicham BERRA, mars 2023.

## 6.4. Annex 4: List of Stakeholders Consulted

### UNIDO HQ

Name	Position
Ms. Yvonne LOKKO	Team Lead, IET/AGR/AIB
Yves HATUNGIMANA	Project Administrator, IET/AGR/AIB
Rafik FEKI	Industrial Development Officer, TCS/DAS
Ms. Alexia CUJUS	Project Coordinator Digital Transformation and AI Strategies Division Involved in Output 3.3
Ms. Neïla AMARA	M&E Expert, in charge of the MTR for Senegal

### Ethiopia

Name	Position
<b>ADDIS ABABA</b>	
Muluneh W. KIDANEMARIAM	National Project Coordinator
Selamawit AYALEW	Project M&E Officer
Haregwoin AGONAFIR	Admin and Finance Assistant
Admasu YIFRU	Infrastructure development and capacity building CEO, Ministry of Industry
Getachew ANDUALEM	IAIP focal person, Ministry of Industry
Mekonnen HAILU	Foreign Direct Investment Promotion Director, Ethiopian Investment Commission
Adamo Kum OLIJIRA	Coordinator (IAIP SP) Integrated Agro-Industrial Park
Moges Mesfin TESSEMA	Project Coordinator, Operationalizing and sustainability of IAIP in Ethiopia
Marsaa Merga DEBELA	National Expert- Monitoring and Evaluation Data Analyst
Mengistu REGASSA	Oromia IPDC D/CEO
Aurelia CALABRO	UNIDO Country Office, Representative and Director of the Regional Hub in Ethiopia
Michael BORISH	UNIDO CEA
Miressa TUJI	UNIDO Gender Expert
<b>HAWASSA (Sidaama)</b>	
Natnael ADUGNA	Business Development Advisor, Ethiopian Development Enterprise
Shimeles WAYU	Director, Rural job creation department, Sidaama Job Skill and Enterprise Development Bureau
Zerihun JANIE	Director, IRDB

Anchinalu ASEFA	Commissioner, Sidaama Investment Commission
Belay BEKELE	D/director, Sidaama IPDC
Tegegne WERKIE	OMO Bank
Shiferaw FEYISSA	UNIDO Regional coordinator for Sidaama IAIP
Zenebe LEGESSE	Commissioner, Sidaama Investment commission
Fikadu FISIHA	Finance Director, Sidaama IPDC
Ms. Lemlem YOHANNES	Environmental Director, Sidaama IPDC
<b>HAWASSA (Southern Ethiopia)</b>	
Bereket ABRHAM	Trainer, Ethiopian Development Enterprise
Chanyalew SEFA	Director, Southern IPDC
Natnael MILLION	CEO, Southern Ethiopia IPDC
<b>YIRGALEM (Sidaama)</b>	
Meskerem CHETA	Quality Officer, SUNBADO
Ditora KAYAM	Team Leader, Avocado Nursery Hanjo 1
Medhanit BEYENE	Member, Avocado Nursery Hanjo 1
Arega TOLICHA	Member, Avocado Nursery Hanjo 1
Gigeso GELIBO	Team Leader, Avocado Nursery Hanjo 2
Ms. Shumeye METIS	Team Leader, Avocado Nursery, Hanjo 3
Lomi AROLI	Member, Avocado Nursery, Hanjo 3
<b>Dilla, Yirgachefe (Southern Ethiopia)</b>	
Zehirun MAMMO	Head of Job creation and Enterprise Development, Gideon zone
Muluken TADELE	Vice, manufacturing department, Gideon zone
Mesfin ALEMAYEHU	Vice, rural job creation department, Gideon zone
1 representative	Hiwot Dairy cooperative
Tadele KEBEDE	Chairperson, Eldana Bakeries, Yirgachefe
Amanuel BIRHANU	Secretary, Eldana Bakeries, Yirgachefe
Gezachegen ALEMU	Cashier, Eldana Bakeries, Yirgachefe
1 representative	Honey production
Tamrat NIBRETE	Chairperson, Malebo Wunjo SME's
Tesfaye TEFERA	Member, Malebo Wunjo SME's
Aster BAHIRU	Member, Malebo Wunjo SME's
Tigilu ALEMU	Secretary, Michelle Bakery
Siferaw DAESE	Member, Michelle Bakery
<b>Oromia region</b>	
Tahir BANTE	Bulbula IPDC Expert
Tolcha TULU	Bulbula IPDC Expert
Adam ABDURHAMAN	Bulbula IPDC Manager
Temesgen SHONE	Bulbula IPDC Director
Kedir KUMBI	Batu Woreda Job Creation bureau
Kumesa GUDINA	Meki Batu Union Manager
Ashenafi ROBA	Meki Batu Union Deputy Manager

Lencho HAMDE	Planning and Coopêrative Affairs Department Manager
Dame SEFU	Team leader, Lalisu Buru Pack House (Tomato processing cooperative)
Molash GOLBO	Member
Feleku DEBELE	Cashier
Shalu WERKU	Member, Agrochemical Spray Cooperative
Mengstu KATER	Member, Agrochemical Spray Cooperative
Tola OYINA	Member, Agrochemical Spray Cooperative
Kasime DEMISE	Member, Agrochemical Spray Cooperative
Usmane ABDU	Vice-Chairman, Geda Ujri Bakery Association
Gebi MUSTAFA	Accountant
Ashame KERALA	Secretary
Abdisa KEBETO	Member
Eko JEBBA	Member
Belte IBSO	Member
Shumye Jibsa	Member
Emane Kao	Member
Kedir Haji GISHU	Member
Mesura ALIYE	Member
Abdella NEGASA	Chairman Greenery works
Makiyaa	Accountant
Dffer MUSTAFA	Secretary
Kalito GISHUU	Cashier
Shagu SHUKIRE	Member
Edasa QUAFAN	Member
Ms. Adebe INSINAYE	Cashier, Cleansing and Sanitation services
Gebu I/FIYESSA	Accountant
Ashame KERALA	Secretary
Kitaw HUSSEN	Member
Sofia GEBI	Member
Belte IBSO	Member
Shumye JIBSA	Member
Ali KUBSA	Member
Aman WOYEME	Chairperson Hitosa Union
Tadese RAYE	Deputy Manager
Geresu TUJI	Manager
Dr Mebratu LEGESSE	UNIDO Expert
Zeyini ALIYI	Member, Women Poultry farm
Dama GALATE	Member, Women Poultry farm
Faye QUMBIL	Member, Women Poultry farm
Genet BADHADHA	Member, Women Poultry farm

## Senegal

Name	Position
<b>DAKAR</b>	
Malick SY	PCP Coordinator
Mamour Ousmane BA	Directeur de la coopération économique et financière, Ministère de l'Economie, du Plan et de la Coopération
Babacar THIAM	Directeur des SI & observatoires, Agence de Développement local (ADL)
Aliou KANDJI	Directeur de la promotion et du développement territorial, Agence de développement local
Hamady Sega SY	Coordonnateur des services rattachés au Délégué général, Délégation Générale à l'entrepreneuriat rapide des femmes et des jeunes (DER/FJ)
Aasiya GAYE	Chargée de programme DER/FJ
Ousmane SY	Coordonnateur du programme de résilience et de relance des micro-entreprises et des PME (P2R)
Abdourahmane SENE	Directeur DAT Ministère des Collectivités territoriales et de l'Aménagement du Territoire
Ibrahim SEYDI	Président de la Société coopérative des acteurs de l'agropole Sud (SOCAAS)
Charles MEDOR	Directeur général SENSURGEL, parc de Diamniadio
<b>ZIGUINCHOR</b>	
Djibril COULIBALY	Project Coordinator
Marieme DIENG	Project Associate
Fatou SAGNA	Assistante de réception bureau Ziguinchor
Upahotep Kajor MENDY	Premier Secrétaire élu du Conseil Départemental de Ziguinchor
Henry Joël GOMIS	Coordonnateur du pôle Emploi, Entrepreneuriat des jeunes et des femmes de Ziguinchor
Prof. Maguette CAMARA	Université Assane SECK (Laboratoire de chimie)
Aliou BADJI	Directeur général Univers Casa Bio
Adie DIATTA	Présidente Agro-cosmétique SYA productions
Moulaye BIAYE	SARL TM
Ousseynou KONATE	Coordonnateur Projet agropole sud
<b>KOLDA</b>	
Moussa BOIRO	Conseil départemental de Kolda
Oumou DIAO	GIE Baye Ndoye
<b>BIGNONA</b>	
Souleymane GOUDIABY	Vice-président du Conseil départemental de Bignona
Ousmane BADJI	Mission locale pour l'emploi et l'entrepreneuriat
Ibrahima Abdoul Aziz FICOU	Proviseur du Lycée technique agricole Emile Badiane
Khadijatou DIALLO	Présidente GIE Association des femmes de Sigolob (AFS)
Yaya BALDE	Agriculteur-entrepreneur, Commune de Bignarabe
Yaya DIAO	Président GIE Nianpangou

Djibril NOMA	Membre GIE Nianpangou
Ndeye Astou CAMARA	GIE Kassaout

## 6.5. Annex 5: Detailed calculation of the Physical Execution Rate for Ethiopia and Senegal

### ETHIOPIA

	<i>Target</i>	<i>Actual value</i>	<i>Physical Execution rate</i>
<b>Outcome 1</b>			
KPI1	1021	1044	100%
KPI2	470	525	100%
IND 1.1	0,85	0,22	26%
IND 1.2	138	138	100%
<b>Outcome 2</b>			
IND 2.1	50	23	46%
IND 2.2	2,5	5,994	100%
<b>Outcome 3</b>			
IND 3.1	1	1	100%
IND 3.2	4	4	100%
<b>TOTAL AVERAGE</b>			<b>86%</b>

### SENEGAL

	<i>Target</i>	<i>Actual value</i>	<i>Physical Execution rate</i>
<b>Outcome 1</b>			
KPI1	2000	375	19%
KPI2	2000	1920	96%
KPI3	1200	971	81%
TEC.1	10	5	50%
ENV.5	8	7	88%
BUS.3	100	78	78%
KASA.1	1050	1222	100%
KASA.2	n.a	1997	100%
REA 2/3	1040	1672	100%
<b>Outcome 2</b>			
KPI4	35	15	43%
KPI6	12	41	100%
GOV.2	70	311	100%
INV.2	100	177	100%
KASA.1	210	1473	100%
KASA.2	320	1267	100%
REA.2	526	1579	100%
TEC.3	10	7	70%
<b>Outcome 3</b>			
POL.3	1	2	100%

IND 3.1	210	238	100%
REACT.2	221	228	100%
REA.2	180	365	100%
IND 3.2	8	5	63%
IND. 3.3	50	63	100%
<b>TOTAL AVERAGE</b>			<b>86.4%</b>

## 6.6. Annex 6: Interviews protocols in English and in French

### **Interview Protocol (Face-to-face or virtual)** (to be adapted to each category of stakeholders)

Last name and first name:	Function:	Sex:
Institution:		Interview date:
Email/ telephone:		

This is the final evaluation of the INOE project which aims at assessing the results (outputs and outcomes) achieved by the project compared to those expected, both in terms of activities carried out and outcomes achieved. This is not an audit but rather an organizational learning exercise whose lessons learned, and recommendations will be used for future programming.

To this end, I would like to ask you a certain number of questions to gather your opinions, testimonies and recommendations which will be valuable to the evaluation team, as part of the general analysis of the project, with other information and data collected.

**This interview should not last more than 45 to 60 minutes.**

**Free and Informed Consent:** Your participation is completely voluntary and confidential, meaning that only the evaluation team will be aware of your responses. Your name will not be associated with your responses. You are free to refuse to answer any questions or stop the interview at any time.

**Do you have any questions before we start?**

\*\*\*

### **Relevance and project design**

1. Was the project design adequate to address the problem at hand? Did it respond to the needs of the different target groups?
2. Was the strategy adopted the most appropriate to address the problems identified? Otherwise, what should have been done?
3. To what extent were lessons learned from other relevant projects considered in the design?
4. To what extent the different stakeholders have been associated, consulted in the project design?
5. How did you ensure that gender considerations were adequately integrated into the project? Please provide examples?
6. Were critical risks (related to financial, sociopolitical, institutional, environmental and implementation aspects) identified with specific risk ratings at project design? Were there mitigation measures identified? Were there included in project activities/outputs and monitored under the M&E plan? Shared with the PSC?
7. What assumptions/conditions should have been verified to ensure the success of the project?
8. Are the performance monitoring indicators (outputs and outcomes) and impact indicators relevant? Is their monitoring regular? Were they presented during COPIL meetings?
9.

### Internal coherence and partnerships

- |   |
|---|
| <ol style="list-style-type: none"><li>1. What are the main partnerships on which the project has been able to rely on so far and what have been their added value and/or weaknesses?<ol style="list-style-type: none"><li>a. With other government programs/projects</li><li>b. Other donors / Agencies of the United Nations system</li><li>c. Civil society organizations</li><li>d. Private sector</li></ol></li></ol> |
|---|

### Effectiveness and progress towards impact

- |  |
|--|
| <ol style="list-style-type: none"><li>1. What is the degree of implementation of the project? What activities have not yet been completed?</li></ol>   |
| <ol style="list-style-type: none"><li>2. What do you see as the main areas of success for the project? Did it promote any innovations? What was its added value?</li></ol>   |
| <ol style="list-style-type: none"><li>3. What areas have encountered difficulties? What mitigation actions have been taken?</li><li>4. Have you already noticed changes in terms of behaviors and practices that would have been induced by the project? On the beneficiaries? Men, women, young people? Please, provide examples.</li></ol> |

### Organizational aspects, planning, financing, M&E, Stakeholders engagement

- |   |
|---|
| <ol style="list-style-type: none"><li>1. What are the project strengths and areas for improvement in terms of management (financial, acquisition of goods and services), coordination and communication?</li></ol>  |
| <ol style="list-style-type: none"><li>2. Do you think the project had the human resources and technical capabilities necessary to achieve the results it aspired to? Was the organizational structure of the project optimal? If not, what should have been done?</li></ol> |
| <ol style="list-style-type: none"><li>3. Was the engagement of implementing partners (international and national) optimal or what should have been done?</li></ol>  |
| <ol style="list-style-type: none"><li>4. Were the monitoring mechanisms put in place adequate? Did they help inform decision-making, particularly that of the COPIL?</li></ol>  |
| <ol style="list-style-type: none"><li>5. What were the reasons for any delays in the project? What mitigation measures were taken?</li></ol>  |
| <ol style="list-style-type: none"><li>6. Was the project budget sufficient to achieve the expected results?</li></ol>   |
| <ol style="list-style-type: none"><li>7. Is the tranche financing mechanism provided by UNIDO adequate? How could we possibly improve it?</li></ol>   |
| <ol style="list-style-type: none"><li>8. Have there been project audits?</li></ol>  |
| <ol style="list-style-type: none"><li>9. How is financial management ensured? Budget revisions?</li></ol>   |
| <ol style="list-style-type: none"><li>10. To what extent were national stakeholders, including the public, engaged in the project? Did they take ownership of the project and support its implementation? Did they participate in its follow-up?</li></ol>                  |
| <ol style="list-style-type: none"><li>11. To what extent were changes in terms of project management, if any, shared/validated by the PSC? Have they been documented?</li></ol>   |
| <ol style="list-style-type: none"><li>12. What means of communication have been put in place towards the general public?</li></ol>  |
| <ol style="list-style-type: none"><li>13. Was communication about the project and its results regular and effective? Are there mechanisms for taking feedback into account? Was stakeholder awareness-raising done satisfactorily? How is this measured?</li></ol>          |

### **Sustainability**

1. How do you estimate the sustainability probability of the project's benefits after its closure? Why?
2. What measures have been taken to ensure ownership of the results/processes by the different stakeholders?
3. Are there financial, socio-political, institutional, governance-related and environmental risks that could jeopardize the results achieved?

### **Gender issue**

1. How was gender issue taken into account? At the project design level? At the level of participation in project activities? Training? In awareness materials?
2. To what extent will the project activities influence gender relations in the country?
3. Have there been specific activities aimed at promoting gender equality and women's empowerment?
4. Is there a monitoring of the funding dedicated to activities taking into account gender issues?

**What would your recommendations be?**

**What do you think would be the lessons learned from such a project?**

**THANK YOU FOR YOUR CONTRIBUTION!**

**Guide des entretiens semi-directifs (en présentiel ou distanciel)**  
(à adapter en fonction des interlocuteurs)

Nom et prénom de la personne :	Titre, Département :	Sexe
Nom de l'institution :		Date de l'entretien :
Email/ téléphone :		

Il s'agit de l'évaluation finale du projet INOE qui devrait permettre de faire le point sur les résultats atteints par le projet par rapport à ceux escomptés, tant en termes d'activités réalisées que d'effets atteints. Ce n'est pas un audit mais plutôt un exercice d'apprentissage organisationnel dont les enseignements tirés et les recommandations serviront pour la programmation future.

A cette fin, je souhaiterais vous poser un certain nombre de questions pour recueillir vos avis, témoignages et recommandations qui vont être précieux à l'équipe d'évaluation, dans le cadre de l'analyse générale, avec d'autres informations et données recueillies.

Cet entretien devrait durer de 45 à 60 minutes.

**Consentement libre et éclairé :** Votre participation est entièrement volontaire et tout, ce qui signifie que seule l'équipe d'évaluation sera au courant de vos réponses. Votre nom ne sera pas associé à vos réponses. Vous êtes libre de refuser de répondre à toute question ou d'arrêter l'entretien à tout moment.

Avez-vous des questions avant de commencer?

### **Pertinence et conception du projet**

1. Pensez-vous que le projet, tel qu'il a été conçu, a répondu aux priorités du pays et aux besoins des groupes cibles?
2. Est-ce que la stratégie adoptée a été la plus appropriée pour relever les problèmes identifiés? Sinon, qu'est-ce qu'il aurait fallu faire?
3. Dans quelle mesure le projet a-t-il tenu compte des enseignements tirés d'autres projets similaires, dans d'autres pays?
4. Est-ce que toutes les parties prenantes au projet ont été associées à sa conception?
5. Comment vous êtes-vous assuré d'intégrer adéquatement les considérations de genre dans le projet ? sous quelles formes?
6. Les risques ont-ils été bien identifiés dans la phase de conception du projet? Y-a-t-il eu de la part du projet un suivi adéquat? Si oui, des mesures d'atténuation ont-elles été prises? Lesquelles?
7. Quelles sont les hypothèses/conditions qui auraient dû être vérifiées pour assurer la réussite du projet?
8. Les indicateurs de suivi des performances (produits et effets) et d'impact sont-ils pertinents? Leur suivi est-il régulier? Ont-ils été présentés lors des réunions du COPIL?

### **Cohérence interne et partenariats**

1. Quels sont les principaux partenariats sur lesquels le projet a pu compter jusqu'ici et quelles ont été leur valeur ajoutée et/ou faiblesses? <ol style="list-style-type: none"><li>Avec d'autres programmes/projets du gouvernement</li><li>D'autres PTF/ Agences du système des Nations unies</li><li>Organisations de la société civile</li><li>Secteur privé</li></ol>
---

### **Efficacité et Progrès vers l'impact**

1. Quel est le degré de mise en œuvre du projet? Quelles sont les activités qui n'ont pas encore été achevées?
2. Quels sont selon vous, les principaux domaines de réussite du projet? A-t-il promu des innovations? Quelle a été sa valeur ajoutée?
3. Quels sont les domaines qui ont rencontré des difficultés? Quelles sont les actions d'atténuation qui ont été prises?
4. Avez-vous d'ores et déjà constaté des changements en termes de comportements, pratiques, qui auraient été induits par le projet? Sur les bénéficiaires? Les hommes, les femmes, les jeunes? Merci de donner des exemples.

### **Aspects organisationnels/planification/financement/S&E/Engagement des parties prenantes**

1. Quels sont les points forts et les points à améliorer au niveau de la gestion (financière, acquisitions de biens et services), coordination et communication?
2. Pensez-vous que le projet a eu les ressources humaines et les capacités techniques nécessaires pour atteindre les résultats auxquels il aspirait? La structure organisationnelle du projet était-elle optimale? Si non, qu'est ce qu'il aurait fallu faire?
3. L'engagement des partenaires (internationaux et nationaux) de mise en œuvre était-il optimal ou qu'aurait-il fallu faire?

4. Les mécanismes de suivi mis en place ont-ils été adéquats? Ont-ils permis d'informer la prise de décision, notamment celle du COPIL?
5. Quelles ont été les raisons des retards éventuels pris par le projet ? Quelles ont été les mesures d'atténuation prises?
6. Est-ce que le budget du projet était suffisant pour atteindre les résultats escomptés?
7. Est-ce que le mécanisme de financement par tranche versée par l'ONUDI est adéquat? Comment pourrait-on l'améliorer éventuellement?
8. Y-a-t-il eu des audits du projet?
9. Comment est assurée la gestion financière? Les révisions budgétaires?
10. Dans quelle mesure les parties prenantes nationales y compris le public ont-elles été engagées dans le projet? Se sont-elles appropriées le projet et ont-elles appuyé sa mise en œuvre? Ont-elles participé à son suivi?
11. Dans quelle mesure les changements éventuels en termes de gestion du projet ont été partagés/validés par le COPIL? Ont-ils été documentés?
12. Quels ont été les moyens de communication mis en place vis-à-vis du grand public?
13. Est-ce que la communication sur le projet et sur ses résultats a été régulière et efficace? Y-a-t-il des mécanismes de prise en compte des retours? La sensibilisation des parties prenantes a-t-elle été faite de manière satisfaisante? Comment est-ce mesurée?

### **Durabilité**

1. Comment estimez-vous le potentiel de durabilité des bénéficiaires du projet après sa clôture? Pourquoi?
2. Quelles mesures ont-été prises pour assurer l'appropriation des résultats/processus par les différentes parties prenantes?
3. Y-a-t-il des risques financier, socio-politique, institutionnel et lié à la gouvernance du pays, environnemental qui pourraient mettre en péril les résultats atteints?

### **Genre**

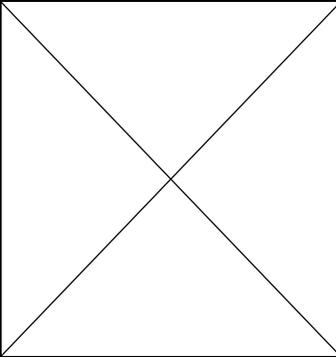
1. Comment la prise en compte du genre s'est-elle matérialisée? Au niveau de la conception du projet? Au niveau de la participation aux activités du projet? Formations? Dans les supports de sensibilisation?
2. Dans quelle mesure les activités du projet vont influencer les relations de genre dans le pays?
3. Y-a-t-il eu des activités spécifiques visant à promouvoir l'égalité du genre et l'autonomisation des femmes?
4. Y-a-t-il un suivi des financements dédiés aux activités prenant en compte les questions liées au genre?

### **Quelles seraient vos recommandations?**

### **Quels seraient selon vous les enseignements tirés d'un tel projet?**

**MERCI POUR VOTRE CONTRIBUTION!**

## 6.7. Annex 7: Project logical framework

Intervention logic	Key performance indicators	Sources of verification	Assumptions
<b>Impact</b>			
<p>Structural transformation of the Ethiopian and Senegalese economies (financial and human capital) in Agro-food and allied sectors.</p>	<ul style="list-style-type: none"> <li>• Proportion of population above the international poverty line, disaggregated by sex, age, and geographical location (urban/rural) (SDG1)</li> <li>• Proportion of employment (formal) by sex in the agri-business sector (SDG8)</li> <li>• % of manufacturing value added (SDG9) in the total GDP</li> </ul>	<ul style="list-style-type: none"> <li>• Governments of Ethiopia and Senegal's statistical and economic reports</li> <li>• Other reports from international/regional organizations/institutions</li> </ul>	
<b>Overall objective (strategic rationale)</b>			

<p>Increased employment opportunities in agro-industrial and allied sectors in Senegal and Ethiopia</p>	<ul style="list-style-type: none"> <li>• Rate and No. of persons disaggregated by sex and age communities integrated into the formal labour market</li> <li>• No. of MSMEs headed by youth/women</li> <li>• Increased market inclusion/integration in agro-industry related sectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governments of Ethiopia and Senegal’s statistical and economic reports</li> <li>▪ RIPDs, IAIPs, RTCs, IPs and Agro pole’s annual reports</li> </ul>	<ul style="list-style-type: none"> <li>▪RIPDCs successfully manage the IAIPs and ensures transparency</li> <li>▪ Governments of Ethiopia and Senegal maintain their support for agro processing development</li> <li>▪Ongoing intervention on pilot IAIPs, RTCs, IPs, and Agro poles successfully accomplish integration with local communities through contract for delivery of goods and services</li> </ul>	
<b>Results/Outcomes (why this project)</b>				
<b>Intervention Logic</b>	<b>Key Performance Indicators (UNIDO)</b>	<b>Key Performance indicators (Special Initiative)</b>	<b>Sources of verification</b>	<b>Assumptions</b>
<p><b>Outcome 1:</b> Youth, women and small holder farmers adopt sound and environmentally sustainable business practices to create employment and income opportunities</p>	<ul style="list-style-type: none"> <li>• Number of employment opportunities created within and around the Parks/Agro poles</li> <li>• Productivity per worker increased in targeted local enterprises</li> <li>• % of local MSMEs supplying agro-processors within the Parks/Agro pole</li> <li>• No. of start-ups along agro-industrial value chains established</li> </ul>	<ul style="list-style-type: none"> <li>•<b>KPI1:</b> Senegal (Target: 2000/ 50% women/80% youth) Ethiopia: (Target: 800/50% women/60% youth)</li> <li>•<b>KPI2:</b> Senegal (Target: 2000/40% women/60% youth) Ethiopia (Target: 1200/50% women/40% youth)</li> <li>•<b>KPI3:</b> Senegal (Target: 1,200/50% women/85% youth)</li> </ul>	<ul style="list-style-type: none"> <li>•Project publications and documentaries</li> <li>•Ministries and governmental institutions of Ethiopia and Senegal’s reports</li> <li>•Inception baseline, midterm and final reports</li> <li>•Official Journals</li> </ul>	<ul style="list-style-type: none"> <li>•Legal framework is passed and implemented</li> <li>•Investment opportunities in local economy increases</li> <li>•Political willingness and effective government/local authorities to pursue/engage in systemic changes</li> </ul>

<p><b>Outcome 2:</b> Meso institutions increase the delivery of support services to MSMEs, youth, women, cooperatives and small holder farmers</p>	<ul style="list-style-type: none"> <li>• Number of JV/partnerships established</li> <li>• Number of MSMEs in IAIPs/Agro poles/Industrial Parks ecosystem accessing resources through technical/financial instruments</li> <li>•Portfolio volume of new financial/technical products created and promoted</li> </ul>	<ul style="list-style-type: none"> <li>•<b>KPI4:</b> Senegal (Target: 35 partnerships established Ethiopia (Target: “X” number of MSMEs)</li> <li>•<b>KPI5:</b> Ethiopia: (Target: 5 MSMEs)</li> <li>•<b>KPI6:</b> Senegal (Target: 12) Ethiopia: (Target: 8 MSMEs)</li> </ul>		
<p><b>Outcome 3:</b> Governments of Senegal and Ethiopia mainstream legal and policy instruments/mechanisms for job creation and investments promotion into national policies</p>	<ul style="list-style-type: none"> <li>• No. of new/updated policies adopted by policymakers</li> <li>• % of incentives/tools/instruments to attract impact investment</li> </ul>	<ul style="list-style-type: none"> <li>•<b>KPI6:</b> Senegal (Target: 8) Ethiopia: (Target: 4)</li> <li>•<b>KPI7:</b> Senegal (Target: 50) Ethiopia: (Target: 20)</li> </ul>		
<p><b>Ethiopia Technical Outputs (what will be accomplished by the project)</b></p>				
Intervention logic	Key performance indicators	Sources of verification	Assumptions	
<p><b>Output 1.1</b> Local business ecosystem and MSMEs clusters around the IAIPs and RTCs are strengthened</p>	<ul style="list-style-type: none"> <li>▪ Number of (joint) activities between IAIP/RTC/s, business, and MSMEs</li> <li>▪ Number of contracts between local business in vicinity with IAIP/RTCs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting, event, training reports</li> <li>▪ Signed contracts</li> <li>▪ Memorandums of Understanding (MoUs) signed and/or business partnerships agreements</li> </ul>	<ul style="list-style-type: none"> <li>▪ GoE and RIPDs effectively support MSMEs</li> <li>▪ Private sectors increase their investment in MSMEs around IAIPs and RTCs</li> </ul>	

		<ul style="list-style-type: none"> <li>▪ Official Journals</li> <li>▪ Project publications and documentaries</li> <li>Survey reports, filled in datasheets, etc...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Banks and other financial entities ready to ease access to finance</li> <li>▪ European and German companies ready to invest</li> </ul>
<b>Output 1.2</b> Innovative financial tools for foreign and local companies in agro-processing and allied industries in the IAIPs ecosystem	<ul style="list-style-type: none"> <li>▪ Number of toolkits and guidelines produced</li> <li>▪ Number of business plans, or similar, developed</li> </ul>		<ul style="list-style-type: none"> <li>▪ Government and national stakeholders' willingness and readiness to participate in the process</li> <li>▪ Government enforces strategies and incentive package into national policy</li> </ul>
<b>Output 1.3</b> Established partnership opportunities between local and German or European companies	<ul style="list-style-type: none"> <li>▪ Number of workshops/EGM/B2B side events organized</li> <li>▪</li> </ul>		
<b>Output 2.1</b> The capacity of key investment authorities/agencies are strengthened to facilitate business creation and partnerships	<ul style="list-style-type: none"> <li>▪ Number of capacity building/training activities conducted</li> <li>▪ Number of investment promotion training activities conducted</li> <li>▪ Number of tools/instruments developed</li> </ul>		
<b>Output 2.2</b> Local economic information and knowledge management system established	<ul style="list-style-type: none"> <li>▪ Number of information dissemination material(s)</li> <li>▪ Local economic information material drafted and available</li> <li>▪ Database realized and number of software introduced</li> </ul>		
<b>Output 3.1</b> Adequate investment promotion strategy and targeted incentives packages to attract quality FDI, fostering technology and skills transfer and backward	<ul style="list-style-type: none"> <li>▪ Number of policy documents drafted / prepared by UNIDO</li> </ul>		

linkages with the local economy developed.			
<b>Senegal Technical Outputs (what will be accomplished by the project)</b>			
Intervention logic	Key performance indicators	Sources of verification	Assumptions
<b>Output 1.4</b> The dynamics and economic initiatives creating jobs identified in the selected sectors (cashew and mango), and opportunities in circular economy (waste recycling, energy production, and production of appropriate technologies) defined/valorised	<ul style="list-style-type: none"> <li>▪ Pre-feasibility study validated</li> <li>▪ Assessment available</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diagnostic study and operational plans are available</li> <li>▪ Stakeholder database available</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quality of available experts</li> <li>▪ Involvement of national stakeholders and willingness to cooperate in each region.</li> <li>▪ Continuous support from competent ministries</li> </ul>
<b>Output 1.5</b> Skills development and training schemes for youth and women conducted and incubation, acceleration services through partnerships with (German/EU) companies provided	<ul style="list-style-type: none"> <li>▪ Number of internships/apprenticeships offered</li> <li>▪ Number of training centres involved</li> <li>▪ Number of training curricula developed and delivered</li> <li>▪ Number of workshops conducted</li> <li>▪ Number of partnerships established</li> <li>▪ Number of youths participating in the training</li> <li>▪ Number of women participating in the training</li> <li>▪ Number of trainers trained (of which 40 % is female)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internship/apprenticeships agreements signed</li> <li>▪ Training and evaluation reports</li> <li>▪ Administrative and legal documents of established partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Companies are prepared to be involved in the initiative and are ready to benefit or participate in the opportunities offered.</li> <li>▪ Government and national stakeholders' willingness and readiness to participate in the process</li> </ul>

<p><b>Output 1.6</b> Networks and clusters in Casamance towards sustainable enterprise growth are established.</p>	<ul style="list-style-type: none"> <li>▪A technical support system is structured and operational</li> </ul>	<ul style="list-style-type: none"> <li>▪Cluster strategy document</li> <li>▪Report of workshops</li> <li>▪Minutes of meeting</li> <li>▪Field visits</li> </ul>	<ul style="list-style-type: none"> <li>· Availability and involvement of stakeholders</li> <li>· Adequate political will</li> <li>· Government's support at local, regional, and national levels</li> </ul>
<p><b>Output 2.3</b> Technical/financial support mechanisms and structures are strengthened/(re)-designed to effectively support business needs and establish partnerships</p>	<ul style="list-style-type: none"> <li>▪Technical support system is structured and operational</li> <li>▪ Economic animation network is set up in the Casamance cluster</li> <li>▪ Number of training session</li> <li>▪ Number of facilitators trained</li> <li>▪ Number of partnerships established</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey report</li> <li>▪ Reports of trainings</li> <li>▪ Signed contracts</li> <li>▪ Memorandums of Understanding (MoUs) signed and/or business partnerships agreements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government's support at local, regional, and national levels</li> <li>· Availability and involvement of technical/financial support structures</li> </ul>
<p><b>Output 2.4</b> Local economic information and knowledge management system as well as observatory established</p>	<ul style="list-style-type: none"> <li>▪Local economic information material available</li> <li>▪ Number of software provided</li> <li>▪ Number of information dissemination material(s) available</li> </ul>	<ul style="list-style-type: none"> <li>▪ Software licenses</li> <li>▪Observation of the platform</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government's support at local, regional, and national levels</li> <li>▪Strategic data at regional and national levels available</li> </ul>
<p><b>Output 3.2</b> Business/entrepreneurship mechanisms, incentives and tools geared towards youth and women are mainstreamed in national policies / strategies</p>	<ul style="list-style-type: none"> <li>▪A strategy document is drafted and validated by national stakeholders (government, parliament, etc...)</li> <li>▪Number of mechanisms/tools/instruments included in national policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Validation workshop report</li> <li>▪ Laws, Decrees, Circulars</li> <li>▪ Progress reports, minutes of meeting</li> </ul>	<p>The Government is eager to put youth and women at the core of its development priorities/strategy</p>
<p><b>Output 3.3</b> Legal and institutional framework of Special Economic Zones (industrial parks, agro poles, etc....) with special emphasis on Diamniadio</p>	<ul style="list-style-type: none"> <li>▪Required legal documents drafted and submitted for adoption</li> <li>▪The One Stop Shop of the park fully operational</li> <li>▪Number of staff trained</li> <li>▪Strategic framework available</li> <li>▪New services are available</li> </ul>	<ul style="list-style-type: none"> <li>▪ Laws, Decrees, Circulars</li> <li>▪ Progress reports, meetings minutes</li> <li>▪ Training material</li> <li>▪ progress reports</li> <li>▪ Monitoring system</li> </ul>	<p>The Government is keen to peruse its efforts to improve SEZ legal framework and adopt the operational texts</p>

