## **Terms of Reference**

1. **General Information**

**Services/Work Description:** Terminal evaluation Capacity Strengthening for Industrial Development

**Project/Program Title:** Capacity Strengthening for Industrial Development (00084432)

**Duty Station:** Addis Ababa

**Type of the Contract: National Consultant**

**Duration:** 36 working Days

**Expected Start Date:** June 2020

1. **Background**

UNDP has been supporting the industrial development agenda of the Government of Ethiopia. The overall objective of the programme has been to contribute to the envisioned industrial transformational change in the scale, quality, diversity and socio-economic benefit of the nation’s industrial sector. The overarching result is local employment creation, improvement in livelihoods, and diversification of local economies with specific focus on development of a sustainable and economically viable industrial sector. UNDP’s intervention has been catalytic in building national capacities for industrial and agro- industrial development and contribution to the attainment of development goals set in the GTP II.

In GTP II, industrial value addition was projected to increase at an annual average growth rate of 20% and the share of the industrial sector in overall GDP was expected accordingly to increase from 15.1% in 2014/15 to 22.3% by 2019/20. A new vision has been set to render the country as a leader in light manufacturing in Africa and one of the leaders in overall manufacturing globally. The vision on manufacturing sector is set to sustain the rapid economic growth registered over a decade. Similarly, during GTP II, special emphasis was also given to the development of export oriented manufacturing industry, with the objective of transforming the structure of the economy to enable the country to achieve the vision of becoming lower middle-income status by 2025. The Ministry of Trade and Industry, has developed Ethiopian Industrial Development Strategic Plan as part of GTP ll (2015-20) and GTP lll (2020-25).

This anticipated growth is expected to be driven through private sector development targeting investments in eight priority manufacturing sub-sectors. The 8 priority sub-sectors namely - Food and Agro-Processing; Chemical and Petrochemicals; Textiles and Apparel; Cotton Fiber; Leather and leather products; Steel, Metal and Engineering; Electronic Products; and Emerging Industries (including Industrial Biotechnology and ICT) – are expected to take the lead in the growth of a more diversified manufacturing sector. These prioritized sectors are expected to spearhead transformation of the manufacturing sector and increase the GDP share of manufacturing sector from 5 percent to above 17 percent by 2025.

In light of this, an integral part of the industrial development strategy is the establishment of Industrial Parks (IPs) with the main objective of attracting foreign direct investment (FDI) in key strategic manufacturing industries, which in turn, would assist transfer of technology to the local entrepreneurs, diversify the structure of the country’s export, and generate employment. Likewise, to ensure linkage of agriculture with industry with more value addition and job creation. Government of Ethiopia (GoE) has adopted Integrated Agro-Industrial Parks (IAIPs) approach as one option that can transform Ethiopian agricultural production from being fragmented and supply-driven to becoming organized, safe, demand-led and quality-oriented via industry cluster development. These integrated efforts are expected to bring about a balanced regional industrial development and integration of a diverse group of industries with regional and global markets. In this regard, effective implementation capacity was critical to ensure optimal utilization of resources and growth of a diversified manufacturing sector

The Ministry of Trade and Industry (MOTI) is the primary project implementing entity for this project. The project is funded by UNDP Ethiopia Country Office (CO) core resources. UNDP takes the role of administering the project fund as well as in providing demand driven technical assistance and capacity building support to MOTI. The CO also provides quality assurance support to the project and monitors achievement of agreed results indicated in the annual work plans.

1. **Terminal Evaluation Objectives**

UNDP is now seeking the services of a local consultant to undertake **terminal programme evaluation** on the basis of mid-term evaluation that was undertaken in 2018. **The Terminal programme evaluation** shall be conducted according to the guidance, rules and procedures established by Evaluation Guidance for UNDP Financed Projects. The objectives being to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP future program designing. The evaluation also sees how much UNDP’s support to the Ministry has been successful and the drawbacks therein. The main objective of the terminal evaluation encompasses to review the implementation of the project activities and achievement of results starting from its initial period so as to: (1) measure the performance of the project; and, (2) draw lessons to facilitate decision on future orientation of the programme. Overall progress of the project should be reviewed with a focus on each of the project pillars. The evaluation should independently assess the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Specifically:

**Effectiveness refers to:**

* Whether the project intervention achieved the expected output and immediate outcomes and made progress towards the intermediate outcomes
* Whether there are any unintended results, either positive or negative observed

**Efficiency refers to:**

* How economically are resources/inputs (funds, expertise, time, etc.) converted to outputs
* Whether outputs achieved on time and on budget

**Sustainability refers to:**

* What is the likelihood that results/benefits will continue after the closure of the project
* Are there committed financial and human resources to maintain benefits and results
* Is the external environment conducive to the maintenance of results

**Impact refers to**

* Extent to which the project is achieving impacts or progressing towards the achievement of impacts
1. **Scope of Work**

The terminal evaluation will cover all interventions of the project planned to be implemented during the project life cycle. In doing so, the evaluation should assess the integration of gender equality, environment and capacity development as cross-cutting themes as well as evaluate the partnership. The evaluation should also **i**dentify key lessons and propose recommendations to enhance technical and financial performance for future similar interventions. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with all government counterparts, in particular MoTI, UNDP Country Office, project team, as well as government affiliated institutions such as Industry Park Development Corporation (IPDC), Regional Integrated Agro-Industrial Parks Corporation (RIPDC) and Ethiopian Investment Commission (EIC). The terminal evaluation will be undertaken **by one national consultant.**

1. **Evaluation Approach and Methodology**

An overall approach and method for conducting project terminal evaluations of UNDP supported projects has been developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (*Annex B*) and will be discussed with UNDP CO. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence‐based information that is credible, reliable and useful. The consultant should come up with appropriate evaluation approach and method to adequately meet the objective and fits to the scope of the terminal evaluation. The approach to be followed should be participatory to make use of input from all relevant stakeholders. The evaluator will review all relevant sources of information, such as the project document, project reports – including annual progress reports, project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex A of this Terms of Reference. The evaluator is expected to conduct a field mission to selected project sites in the regions where the programme is operational (Amhara, Tigray, SNNP and Oromia). The overall framework of the evaluation exercise is supposed to pass the following four major phases: (1) preparatory phase (desk phase); (2) data collection phase; (3) consolidation of information and report writing and (4) validation of findings through stakeholder workshop.

The methodology to be used by the Evaluation Consultant should be presented in the report in detail. It shall include information on:

* Documentation reviewed;
* Interviews;
* Field visits;
* Questionnaires;
* Participatory techniques and other approaches for the gathering and analysis of data.

Annex C highlights the evaluation rating and enclosed with this TOR

1. **Accountability and Responsibility**

The specific duties of the consultant will include the following but not limited to:

* Desk review of documents, development of detailed work plan and TE (Terminal Evaluation) outline (maximum 5 days by the Consultant; home-based);
* Debriefing with UNDP CO and MOTI, agreement on the methodology, scope and outline of the TE report (1 day, home based);
* Interviews with project implementing partner (executing agency), stakeholders including relevant Government offices, Industrial parks, NGO and donor representatives and UNDP Project team members (15 including travel days);
* Completion of the first TE report draft. The draft will be shared with the UNDP CO,MOTI and key project stakeholders for review and commenting including conducting workshop for validation; (11 days)
* Finalization and submission of the final TE report through incorporating suggestions received on the draft report (maximum 4 days);
1. **Deliverables and Timeframe**

The consultancy assignment shall be completed in a total of 36 working days as per the following time frame. Annex E clutches the evaluation reporting outline.

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| --- | --- | --- |
| **No.** | **Main Deliverables** | **Working Days Assigned** |
| 1. | Desk review of documents, development of detailed work plan and TE (Terminal Evaluation) outline | 5 |
| 2 | Debriefing with UNDP CO and MOTI, agreement on the methodology, scope and outline of the TE report | 1 |
| 3 | Interviews with project implementing partner (executing agency), stakeholders including relevant Government offices, Industrial parks, NGO and donor representatives and UNDP Project team members | 15 |
| 4 | Completion of the first TE report draft. The draft will be shared with the UNDP CO,MOTI and key project stakeholders for review and commenting  | 10 |
| 5 | Organize validation workshop | 1 |
| 6 | Incorporate comments and submit final evaluation report | 4 |

1. **Consultant qualificati on criteria**

The Terminal Evaluation Consultant should be an expert with experience and exposure to Manufacturing Industry development advices on policy and capacity building projects and will have some prior experience in carrying out mid-term or final evaluations. It is preferable that the consultant has some prior familiarity with the Industry development support program model or implementation engagement. The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities. The evaluator code of conduct form is also enclosed at Annex D on this TOR

**The Terminal Evaluation Consultant should have the following qualifications and experience:**

1. **Academic qualifications:**

Master’s degree in Industrial Economics, Industrial Policy, Economics, Industrial Engineering, Business Administration, Engineering, or other closely related field. PhD is an asset;

1. **Experience:**
* At least 7 (five) years work experience in providing advice to Industrial Development projects funded by international donors including UNDP or other donors;
* At least 7 (seven) years work experience and proven track record with policy advice and/or project development/implementation in Industrial Development and Economic Transformation in transition economies;
* Experience in working with the UNDP project evaluations, including experience with SMART based indicators (Project evaluation/review experiences within United Nations system will be considered an asset);
* Experience in evaluating performance-based development projects and programmes. Proven knowledge of Industrial development programmes;
* Experience in working with international technical assistance projects or capacity development programmes in the Africa/Ethiopia with international organizations;
* Demonstrated understanding of issues related to gender; experience in gender sensitive evaluation and analysis;
* Proven experience in preparation of written reports in an accurate and concise manner in English;
1. **Functional Competencies**
* Outstanding communication skills in English
* Positive and constructive approaches to work with energy
* Demonstrate openness to change and ability to receive and integrate feedback
* Excellent written and verbal communication skills
* Strong time management and meet established timelines.
1. **Language and Other Skills**
* Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
* Capacity to facilitate and communicate with different stakeholders
* Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications
1. **CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both technical and financial proposals. Accordingly, individual consultants will be evaluated based on cumulative analysis as per the following scenario:

* Responsive/compliant/acceptable, and
* Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
	1. Technical Criteria weight is **70%**
	2. Financial Criteria weight is **30%**

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Weight** | **Max. Point** |
| **Technical Competence (based on CV, Proposal and interview (if required))** | **70%** | 100 |
| * Criteria a. Educational relevance: close fit to post
 |  | 10 pts |
| * Criteria b. Understanding the scope of work and organization of the proposal
 |  | 50 pts |
| * Criteria c. Experience of similar assignment
 |  | 30 pts |
| * Criteria d. Previous work experience in Africa/ Ethiopia
 |  | 10 pts |
| **Financial (Lower Offer/Offer\*100)** | **30%** | 30 |
| **Total Score**  | **Technical Score \* 70% + Financial Score \* 30%** |

1. **PAYMENT MILESTONES AND AUTHORITY**

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

| **Installment of Payment/ Period** | **Deliverables or Documents to be Delivered**  | **Approval should be obtained**  | **Percentage of Payment** |
| --- | --- | --- | --- |
| 1st instalment  | Upon submission and approval of inception Report | UNDP CO | 20% |
| 2nd instalment  | Following submission and approval of the 1st draft terminal evaluation report  | “ | 30% |
| 3rd instalment  | Following submission and approval of the final terminal evaluation report  | “ | 50% |

1. **Confidentiality and Proprietary Interests**

The consulting individual shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultant under the assignments shall become and remain projects/property of UNDP.