



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

INDEPENDENT TERMINAL EVALUATION OF THE PROGRAMME FOR COUNTRY PARTNERSHIP IN ETHIOPIA

DRAFT

Independent Evaluation Division,
Office of Evaluation and Internal Oversight

Vienna, September 2019

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I. BACKGROUND

Under the provisions of the United Nations Industrial Development Organization (UNIDO) Charter of the Office of Evaluation and Internal Oversight¹ and the UNIDO Evaluation Policy², the Independent Evaluation Division (EIO/IED) within the Office of Evaluation and Internal Oversight (EIO) is responsible for the management and conduct of evaluations at project, programme and country level, cross-cutting, thematic and other strategic evaluations.

UNIDO's mandate for Inclusive and Sustainable Industrial Development (ISID) is anchored within the internationally agreed 2030 Agenda and the 2013 Lima Declaration. The Sustainable Development Goal (SDG) 9 - *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation* is at the core of UNIDO's mandate and working agenda. Achieving inclusive and sustainable industrial development requires a broader range of resources than any individual entity can provide.

In light of the above, UNIDO embraced an innovative multi-stakeholder partnership model to promote inclusive and sustainable industrial development - the Programme for Country Partnership (PCP). Aligned with the national development agenda, the PCP supports Member States in achieving their industrial development goals through four key features: (i) host government ownership; (ii) focus on selected priority sectors or areas; (iii) a multi-stakeholder partnership; and (iv) facilitation of large-scale public and private investment and finance³.

In mid-2014, Ethiopia and Senegal were selected as the first two pilots of the programme. In December 2015, Peru became the third PCP pilot country. Following a multidisciplinary technical mission to Ethiopia by UNIDO during August and September 2014, consultations with development partners, the business sector and financial institutions, among others, and under the overall leadership of the Government of Ethiopia (GoE), the programme document for the PCP Ethiopia was signed in February 2015 and implementation began in March 2015.

In 2017, the Office of Evaluation and Internal Oversight (EIO) conducted an independent mid-term evaluation of UNIDO's Programme for Country Partnership (PCP)⁴. Based on a rather short pilot phase (2015-2017), the purpose of the mid-term evaluation was to draw lessons from the early implementation of the pilot phase of the PCP to further improve the PCP concept. The PCP mid-term evaluation was conducted on the basis of the three above mentioned pilot countries that were implementing the PCP concept.

In order to close the accountability and learning cycle for each PCP, and as provided in the PCP operational guidelines, and in EIO evaluation guidelines, all UNIDO CP (and PCP) must conduct an independent terminal evaluation. The main objectives of an independent PCP terminal evaluation (PCP TE) is to assess the performance and utility of PCP-related activities in the concerned PCP country. The TE will also assess the consistency, harmonization and alignment of UNIDO interventions with

¹ UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019)

² UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, 1 June 2018)

³ UNIDO (2019) Programme for Country Partnership Accelerating Inclusive and Sustainable Industrial Development; (https://www.unido.org/sites/default/files/files/2019-07/PCP_Leaflet_English_0.pdf)

⁴ UNIDO. (2017). Independent mid-term evaluation of UNIDO's Programme for Country Partnership (PCP) (ODG/EVQ/IEV/17/R.6, December 2017)

United Nations efforts, the Sustainable Development Goals (SDGs) under the 2030 Agenda, national priorities and identify areas for improvement and further feed into the development of the next PCP phase for the specific country, or any new PCP.

II. NATIONAL CONTEXT

Ethiopia's economy: Development and outlook^{5 6}

With about 105 million people (2017), Ethiopia is the second most populous nation in Africa after Nigeria and the fastest growing economy in the region. However, it is also one of the poorest, with a per capita income of USD 783. Ethiopia's Human Development Index (HDI)⁷ value for 2017 was 0.463, which put the country in the low human development category, positioning it at 173 out of 189 countries and territories.⁸

Ethiopia's economy experienced strong, broad-based growth averaging 10.3% a year from 2006/07 to 2016/17, compared to a regional average of 5.4%. Ethiopia's real gross domestic product (GDP) growth decelerated to 7.7% in 2017/18. Industry, mainly construction and services accounted for most of the growth. Agriculture and manufacturing made lower contribution to growth in 2017/18 compared to the previous year. Private consumption and public investment explain demand-side growth, the latter assuming an increasingly important role. However, weaker agricultural commodity prices, particularly coffee, and persistent foreign exchange shortages have weighed on activity.

Higher economic growth brought with it positive trends in poverty reduction in both urban and rural areas. The share of the population living below the national poverty line decreased from 30% in 2011 to 24% in 2016. The Ethiopian Government's Growth and Transformation Plan II (GTP II) aims to continue expanding physical infrastructure through public investments and to transform the country into a manufacturing hub. GTP II targets an average of 11% GDP growth annually, and in line with the manufacturing strategy, the industrial sector is set to expand by 20% on average, creating more jobs. Growth has been supported by rapidly growing services sectors amid continued urbanization. However, while growth in Ethiopia is expected to remain strong, it will be held back by a tighter fiscal stance, as the government continues its efforts to stabilize public debt.

The Industrial development strategy of Ethiopia⁹

The Government of Ethiopia (GoE) has formulated an industrial development strategy with clearly defined objectives, targets, budgets and institutional setups required for implementation. Three key overarching policy documents were

⁵ The World Bank Group (last updated: 12 April 2019). Ethiopia. Retrieved from <https://www.worldbank.org/en/country/ethiopia/overview#1>

⁶ World Bank. 2019. Global Economic Prospects, June 2019: Heightened Tensions, Subdued Investment. Washington, DC: World Bank. doi: 10.1596/978-1-4648-1398-6. License: Creative Commons Attribution CC BY 3.0 IGO.

⁷ The HDI is a summary measure for assessing long-term progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. (UNDP)

⁸ UNDP. (2018). Human Development Indices and Indicators: 2018 Statistical Update. Briefing note for countries on the 2018 Statistical Update. Ethiopia

⁹ Final programme document (UNIDO project No. 150037)

([https://open.unido.org/api/documents/2279305/download/Final%20Programme%20Document%20\(150037\)](https://open.unido.org/api/documents/2279305/download/Final%20Programme%20Document%20(150037)))

developed to guide interventions in the sector over a 13-year period (2013-2025).

These are: The Industrial Development Roadmap (IDR), which provides a strategic framework for industrial development for the next ten years; the Industrial Development Strategy Plan (IDSP), which defines strategies, programmes and projects for the implementation of IDR; and, the Industrial Development Institutional Setup (IDIS), which provides an institutional framework for industrial development. The strategic direction for industrial development encompassed and elaborated in the strategy and roadmap documents is in line with the Growth and Transformation Plan (GTP). The industrial strategic road map and plan covers the GTP II period (2015-2020) and beyond up to 2025.

The overall goal of the industrial development strategy is to bring about accelerated economic transformation in the country through enhancing industrialization, raising the share of the industrial sector of GDP from the current 13 per cent to 27 per cent by 2025, and the GDP share of the manufacturing sub-sector from the current four per cent to 17 per cent by 2025. The above targets are expected to be reached by i) further expanding and developing the existing manufacturing industry priority sectors; ii) diversifying the manufacturing sector to new sectors; iii) enhancing enterprise cultivation and entrepreneurship; iv) increasing public, local and foreign investment; and, v) developing and operating industrial zones and cities.

Industrial development and the Sustainable Development Goals (SDGs)¹⁰

Industrial development has taken a lead role in the SDGs in the form of Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, which is at the core of UNIDO's mandate and working agenda. Goal 9 encompasses three important aspects of sustainable development: infrastructure, industrialization and innovation. Infrastructure provides the basic physical systems and structures essential to the operation of a society or enterprise. Industrialization drives economic growth, creates job opportunities and thereby reduces income poverty. Innovation advances the technological capabilities of industrial sectors and prompts the development of new skills.

As a key driver of the global development agenda to eradicate poverty and advance sustainable development, inclusive industrial and sustainable development makes a critical contribution towards addressing the economic, social and environmental dimensions of development in a systemic and holistic manner.

The commitment to the SDGs was, among other, the basis for the formulation of Ethiopia's second Growth and Transformation Plan (GTP II).

United Nations Development Assistance Framework for Ethiopia 2016-2020¹¹

The United Nations Development Assistance Framework (UNDAF) 2016-2020 is the fourth UNDAF in Ethiopia and represents the strategic response of the UN Country Team to the national development priorities articulated in the abovementioned second Growth and Transformation Plan (GTP II). Signed between the Federal Democratic Republic of Ethiopia and the United Nations Country Team, the UNDAF is the key programming instrument of the Delivering as One (DaO) process in

¹⁰ UNDP. (2018). ETHIOPIA | National Human Development Report 2018. Industrialization with a Human Face

¹¹ United Nations Ethiopia. (2016). United Nations Development Assistance Framework for Ethiopia 2016-2020

Ethiopia. It also represents the foundation for joint strategic UN system support to the national development agenda. As the overarching strategic programmatic framework for the United Nations (UN) agencies, funds, programmes and entities in Ethiopia who are signatories of this document (among them, UNIDO), the UNDAF promotes and benefits from strong Government ownership and is guided by United Nations Development Group (UNDG) programming policies and the five key UNDG programming principles: a human rights-based approach; gender equality; environmental sustainability; capacity development; and results-based management.

Following the mainstreaming of the SDGs into GTP II, the UNDAF is also directly linked to the SDGs relevant to the Ethiopia context. This provides a solid foundation for close collaboration between the Government and the UN system in localizing and rolling out the SDGs during the life cycle of the UNDAF 2016–2020.

In particular, the UNDAF responds to a total of 149 of the 169 targets of the SDGs, leading to an average SDGs integration rate of 88 per cent with full alignment for the goals dedicated to end poverty (SDG 1), to end hunger (SDG 2), to achieve gender equality (SDG 5), to ensure access to water and sanitation for all (SDG 6), access to sustainable and modern energy (SDG 7), employment and decent work for all (SDG 8), resilient infrastructure and sustainable industrialization (SDG 9), reduce inequalities (SDG 10), sustainable consumption and production patterns (SDG 12), combat climate change (SDG 13), Life on Land (SDG 15) and Peace and Justice, building strong institutions (SDG 16).

To continue Ethiopia's successful path towards becoming a middle income country and a climate resilient green economy by 2025, the UNDAF 2016-2020 is strategically focused on supporting Ethiopia's continued growth and transformation in five areas including inclusive growth and structural transformation, building resilience and green economy, investing in human capital and expanding basic social services, good governance, participation and capacity building, and equality and empowerment.

UNIDO contributes to the UNDAF and its Joint Work Plans (JWPs) through the realization of ISID and the implementation of the PCP model. UNIDO participates in UNDAF Pillar I - Structural Transformation and Inclusive Growth and Pillar II - Resilient, Sustainable, and Green Economy. Specifically, UNIDO leads and convenes the Industry Result Group and it is mainly accountable for the outcome - By 2020 private sector driven industrial and service sector growth is inclusive, sustainable, and competitive and job rich, being tasked with coordinating all UN activities in the country related to industrial development through the PCP. The PCP also contributes to the Agriculture and Climate Change Result Groups. An overview on the UNDAF areas in which UNIDO is engaged can be found in annex 5.

III. UNIDO PRESENCE IN THE COUNTRY

UNIDO has been operating in Ethiopia since 1968. This year marked also the beginning of the first UNIDO project and ever since, more than 300 projects have been implemented with the assistance of UNIDO in Ethiopia.

Between 1999 and 2008, UNIDO implemented two phases of an integrated programme in Ethiopia. An independent evaluation commissioned by UNIDO of the Integrated Programme for Ethiopia yielded the following key recommendations: (a) strengthen the institutional capacity development of key sectorial institutions to increase sustainability; (b) develop a sound framework for scaling up pilot project

activities; and, (c) establish a sound resource mobilization strategy, including public-private partnerships.

These recommendations constituted, among other, the basis on which the current Partnership Country Programme for Ethiopia was designed within the framework of UNIDO's mandate to promote and support inclusive and sustainable industrial development. The PCP in Ethiopia was developed through an extensive consultative and collaborative process with the GoE in pursuit of the Government's goal to elevate the country to middle-income status within a decade and started its implementation in 2015.

UNIDO's PCP in Ethiopia¹²

The PCP in Ethiopia focuses on three priority sectors, namely: (i) agro-food processing; (ii) textiles and apparel; and (iii) leather and leather products.

Furthermore, three cross-cutting domains of interventions were also identified for their potential to enable the realization of the PCP's and Ethiopia's economic, social and environmental development objectives: (i) investment and trade facilitation; (ii) environment and energy; and (iii) institutional capacity-building.

These sectors and domains were chosen due to their strong prospects for job creation, strong linkages to the agricultural sector and smallholder farmers, high export potential, and capacities to attract business sector investments, both domestically and abroad.

The PCP Ethiopia results framework is strictly aligned to the achievement of SDG 9 - Industry, Innovation and Infrastructure, and SDG 17 - Partnerships for the Goals, while contributing to other SDG targets, e.g. SDG 5 - Promote Gender Equalities and Empower Women, SDG 8 - Decent Work and Economic Growth, SDG 10 - Reduced Inequalities, especially in the domains of international trade and commerce, and SDG 4 - Quality Education, through industrial skills development initiatives and capacity-building partnerships with the Ethiopian TVET system, among others.

In terms of PCP governance, a national coordination mechanism was established under the leadership of the GoE, bringing together all relevant ministries and PCP partners. The government-led coordination platform is composed of the High-level PCP Inter-Ministerial Coordination Committee (IMC) as an apex body on top, the Joint Steering Committee, co-chaired by the Ministry of Finance (MoF) and Ministry of Trade and Industry (MoTI), and four technical task forces. The coordination structure was revised and modified in 2018 to fit new changes in the administrative structure of the government.

The PCP Secretariat is hosted by UNIDO that plays a convening and coordination function, provides support to governing bodies and task forces, and serves as a neutral broker. It is housed within UNIDO's Regional Hub in Addis Ababa, Ethiopia. UNIDO also has a PCP Ethiopia technical team at the Organization's Headquarters to support overall implementation of the PCP Ethiopia.

Additionally, as part of the continued effort to strengthen coordination and the decision-support system for ministries and the PCP, IMC, MoF, the Ministry of Agriculture (MoA), UNIDO and the Agricultural Transformation Agency (ATA)

¹² UNIDO. (2019). PCP Ethiopia Annual Report 2018

engaged in a series of consultations and agreed with the *Bill and Melinda Gates Foundation* to expand the scope of a web-based resource mapping, project appraisal and monitoring system, formerly developed for MoA, to include industry-related partner-supported projects.

An overview factsheet for the PCP Ethiopia and project specific factsheets are contained in annex 6 and 9 respectively. The PCP projects' overview and related budgetary information are detailed in annexes 7 and 8.

UNIDO Field Office in Ethiopia

The Regional Office (RO) Hub in Addis Ababa, Ethiopia also covers additional countries including Burundi, Madagascar, Rwanda, and Uganda. The FO currently employs a Director and UNIDO Representative (UR), one National Officer, three administrative staff, and one Senior Driver/Team Assistant. The current Director and UNIDO Representative of the RO was appointed on 20 July 2018¹³ and assumed office on 1 November 2018. In line with a specific recommendation of the Independent PCP Mid-term Evaluation, carried out in 2017, the UR is now acting as PCP project manager, a function that before was based at UNIDO HQ. In addition, the RO in Addis Ababa employs one Junior Professional Officer and hosts the PCP secretariat and other project staff (local/international consultants) contracted under individual service agreements.

IV. EVALUATION PURPOSE AND OBJECTIVES

The purpose of the PCP TE is to collect evidence of what has been achieved as a result of the implementation of the PCP in Ethiopia during the period 2015-2019 and to determine the contribution of UNIDO interventions to the changes, beyond actually measuring progress towards predetermined outcomes, objectives and impact.

The independent PCP terminal evaluation is designed as a forward-looking exercise, outcome/impact oriented, utilization focused and highly participatory, enabling the stakeholders, the Government, UNIDO and donors to understand the outcomes and impact they have influenced. It seeks to identify best practices and areas for improvement in order to draw lessons to enhance the performance of the PCP in Ethiopia and other countries implementing PCPs.

It is recognized that projects/programmes constitute the building stones of the PCP in Ethiopia and, thus, the basis for the evaluation. However, the focus of the PCP TE will, inter alia, be on a country- and strategic level to answer the key questions: What is the added value of the UNIDO PCP to Ethiopia's national development strategies? What difference did the set of interventions under the PCP make in the country? How did the PCP contribute to inclusive sustainable industrial development in the country?

Findings and recommendations from this terminal evaluation will be incorporated into the planning process for future UNIDO cooperation in Ethiopia and elsewhere.

In order to do so, the evaluation will assess:

- The extent to which the expected PCP features are in place on the PCP Ethiopia, e.g.:

¹³ UNIDO. (2018). Information Circular. Senior Staff Appointments and Reassignments (UNIDO. IC/2018/15, 20 July 2018).

- UNIDO Convening role
 - UNIDO Technical expertise/knowledge provided,
 - UNIDO facilitating/supporting the government in mobilizing significant funds, and its integration/contribution to national/sectorial development plans.
 - Government ownership/leadership
- The relevance of UNIDO PCP related interventions, their alignment to the country's national and UNDAF development priorities, SDGs and the level of national ownership of the PCP and UNIDO interventions in Ethiopia;
 - What outcomes and impact have been achieved (or are likely to achieve) as a result of UNIDO activities in the country and whether these results correspond to those envisaged by UNIDO PCP programme documents;
 - The contribution of UNIDO PCP interventions to relevant changes in Ethiopia;
 - UNIDO's positioning in the country and the value added by UNIDO in response to national needs and the SDGs/2030 agenda as a consequence of the PCP;
 - The performance of UNIDO, including involved HQ and field based organisational units, with regard to the implementation of UNIDO PCP-related interventions in the country.
 - How the potential opportunities for synergies and linkages and the cooperation between different projects within and outside the PCP were exploited for increased magnitude of results/impact for the country.

V. SCOPE AND FOCUS

The PCP TE will cover all related UNIDO PCP interventions in Ethiopia during 2015 to 2019. However, as the results of the independent mid-term evaluation of UNIDO's PCP will be taken as a basis for the period 2015 to September 2017, emphasis of the PCP TE will be on the period September 2017 to December 2019.

The PCP TE will follow-up and build on previous evaluations' findings and recommendations. As a forward-looking exercise it will be drawing lessons from the current PCP and identifying areas for improvement to enhance the relevance and effectiveness of UNIDO interventions in Ethiopia. In doing so, it will focus as much as possible on outcome and impact-level evidence to complement findings from relevant past evaluations and reviews.

The main emphasis of the evaluation will be on the PCP as an alternative approach for UNIDO cooperation at the country level. Therefore, the partnership element of the PCP will be analysed in depth and the PCP programme document will be the main reference framework against which the evaluation is carried out.

The independent PCP TE will also draw on information from a selected sample of projects that are representative of the broader PCP portfolio. The selection of projects for case study analysis will be based on the following criteria:

- Projects related to the implementation of PCP key features (support key priority sectors, establish a multi-stakeholder partnership and facilitate large-scale finance and investment).
- Project (or groups of projects) with focus on defined PCP impacts such employment creation for UNIDO, income generation, environmental sustainability.

- Evaluability of project at outcome and impact level considering progress towards completion and availability of documentation such as prior reviews or evaluations.

VI. EVALUATION APPROACH AND METHODOLOGY

Evaluation approach

The independent terminal evaluation of the PCP in Ethiopia will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight and the UNIDO Evaluation Policy.

While the PCP TE will be conducted independently, EIO/IED seeks to conduct the TE using a highly participatory approach, which will involve stakeholders, including the GoE and other relevant national counterparts, donors, beneficiaries, UNIDO and project staff. Thus, ensuring the buy-in and utility of recommendations and lessons learned emerging from this evaluation.

The PCP TE will be based, inter alia, on the following main elements:

Inception phase:

During the briefing of the evaluation team at UNIDO HQ an initial meeting, involving the evaluation team and main stakeholders, including UNIDO field staff, government counterparts, donors, and beneficiaries will be organized using video conferencing in order to ensure a common understanding of the evaluation process.

During the inception phase, the evaluation team will conduct a counterpart/stakeholder mapping, identifying the projects in which the various counterparts/stakeholders were involved. These include government counterparts, private sector representatives, other United Nations (UN) organizations, multilateral organizations, donors, beneficiaries, and UNIDO as well as project staff.

An inception report will be prepared by the evaluation team to further elaborate the relevant theory of change specific for PCP Ethiopia (see annex 11), evaluability assessment, re-scoping and elaborating the evaluation methods and tools and the evaluation schedule and work plan. The inception report will be shared with key stakeholders and cleared by the Director, EIO.

Partnership country programme interventions are located within various regions in the country. The inception report will consider the geographical distribution of interventions (see annex 10).

In determining the detailed evaluation scope and approach, the evaluation team will consider both, the counterpart/stakeholder mapping and the geographical distribution.

Data collection and Field mission:

An evaluation mission to Ethiopia will be carried out in order to verify and triangulate data, collect additional information and data and to ensure adequate involvement of Ethiopian stakeholders and counterparts in the evaluation process.

At the end of the evaluation mission an exit workshop will be held in the field with the participation of main stakeholders. The aim of the workshop is to validate data, and evaluation findings, and to share evaluation conclusions and increase ownership and understanding of the recommendations. In addition, debriefing(s) to relevant key stakeholders (e.g. PCP Steering Committee, relevant ministries) might be conducted

as needed.

Reporting

The evaluation team will present its preliminary findings to management and staff at UNIDO Headquarters. A draft evaluation report will be prepared following annexes 2 (see also 3 and 4) and circulated for comments and factual validation. The reporting language will be English.

The draft evaluation terms of reference (TOR) and the draft evaluation report will be shared with the national counterparts, the main donors and relevant UNIDO staff members for comments and factual validation. This consultation also seeks stakeholder's engagement on the findings and recommendations. The evaluators will take comments into consideration when preparing the final version of the evaluation report to be submitted to the Director, EIO for final review and clearance. The final evaluation report will serve the evaluation team as a basis for the preparation of an evaluation brief and an infographic that are to be submitted by the Evaluation team leader to the Director, EIO for review, finalization, clearance and publication together with the final evaluation report six to eight weeks after the evaluation field mission.

Methodology

These evaluation terms of reference provide some information as regards the methodology, but it should not be regarded as exhaustive. It is instead meant to guide the evaluation team in elaborating appropriate more detailed evaluation methodology that should be proposed, explained and justified in the inception report.

In terms of data collection, the evaluation team should use a variety of methods ranging from desk review (project and programme documents, progress reports, mission reports, UNIDO Open Data Platform, evaluation reports, etc.) to individual interviews, focused group discussions, statistical analysis, surveys and direct observation at project sites.

The evaluation team should ensure that the findings are evidence based. This implies that all perceptions, hypotheses and assertions obtained in interviews will be validated through secondary filtering and cross checks by a triangulation of sources (a broad range of stakeholders including government counterparts, private sector representatives, policy makers, other UN organizations, multilateral organizations, bilateral donors, implementing partners and the beneficiaries), methods, data, and theories.

The data collection and analysis tools will be developed by the evaluation team during the inception phase.

The evaluation will take into consideration the independent mid-term evaluation of UNIDO's programme for country partnership (PCP) that was conducted in 2017 and that covered, inter alia, the PCP in Ethiopia. It will review evidence of follow up to relevant evaluation recommendations and the use of lessons learned by UNIDO programme management of this and other relevant past evaluations. It will also assess to which extent these evaluated projects reached further impact and were sustainable. In addition, the ET will consider relevant recommendations of UNIDO thematic evaluations related to the portfolio of this PCP evaluation. A list of reference evaluations is provided in annex 11.

VII. EVALUATION QUESTIONS AND REVIEW CRITERIA

The PCP terminal evaluation will consider the OEDC/DAC criteria¹⁴ (relevance, effectiveness, efficiency, sustainability, and impact).

At this point, the following indicative questions are to guide this evaluation. During the inception phase, the ET will review, prioritize and further define the respective set of evaluation questions and develop the respective evaluation matrix accordingly.

1. Programme design: was the planning adequate?¹⁵

1.1 Is the programme design well documented, logical and plausible based on a realistic theory of change?

1.2. To what extent were the potential opportunities for synergies/ linkages/ cooperation between different projects within/outside the PCP, built into the design for increased magnitude of results/impact to the country?. Which are the key differences with a traditional CP approach?

2. Relevance: How relevant is the PCP in Ethiopia?

2.1. Is the PCP and its main objectives relevant with regard to the development needs of Ethiopia and the GoE stakeholders? Are the industrial development strategies of the PCP feasible given Ethiopia's economic development context and regional/global position?

2.2. What was UNIDO's primary role in the PCP? What was UNIDO's comparative advantage?

2.3. To what extent were the PCP interventions aligned with country's national and UNDAF development priorities?

2.4. To what extent has the PCP added value to the UNDAF?

2.5 To what extent are the PCP interventions linked to the principles of ISID (in particular inclusiveness and environmental sustainability of industrial development) and to the country's 2030 Agenda and to the achievement of the national Sustainable Development Goals (SDGs)?

3. Effectiveness: To what extent have the PCP and related interventions achieved the intended outcomes?

3.1. Has the PCP effectively created a platform that enables inclusive and sustainable industrial development?

3.2. What have been the qualitative and quantitative results (outputs, outcomes and impacts) of PCP interventions? Do the results correspond to those envisaged in the PCP documents?

3.3. What were successful interventions? Which good practices could be identified?

4. Sustainability and impact: How lasting are the effects of the PCP?

4.1. How strong is the ownership among stakeholders (e.g. government and other key stakeholders)?

4.2. What are the prospects for contributing to long-term changes, benefits and development results?

4.3. How likely is the continuation of the multi-stakeholder partnership and the

¹⁴ OECD/DAC Criteria for Evaluating Development Assistance. Sources: *The DAC Principles for the Evaluation of Development Assistance*, OECD (1991), *Glossary of Terms Used in Evaluation*, in *Methods and Procedures in Aid Evaluation*, OECD (1986), and *the Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

¹⁵ Findings from the Independent Mid-term evaluation will be the main basis for answering design-related questions.

institutionalization of the approach after the end of the PCP?

5. Efficiency: How efficiently have the PCP and related UNIDO interventions been managed in the country?

5.1. What are UNIDO's implementation management strengths and weaknesses for a PCP programmatic approach?

5.2 How has UNIDO external coordination (with constituents, UN partners, etc.) and internal coordination (between sectors, technical departments, regions and sub regions) promoted the realization of the PCP and related projects' outcomes?

5.3 To what extent have the PCP and related interventions been monitored, evaluated and reported on? Are results documented (at the output, outcome and impact level)?

6. Cross-cutting issues

6.1. To what extent were gender and youth addressed by the PCP?

6.2. To what extent have environmental and social safeguards been taken into consideration by the PCP?, in particular with regard to potentially up-scaled investments and finance?

7. UNIDO PCP Management: How adequate is the support provided by UNIDO?

7.1. How adequate is the support provided by UNIDO with regard to coordination, support and monitoring of PCP projects implementation?

7.2. How adequate does UNIDO manage relations with the government and other key stakeholders?

7.3. How clearly defined are the roles and responsibilities of the different UNIDO organizational units towards the PCP? How significant was the role of the UNIDO field office in Ethiopia?

7.4. In how far have recommendations from the Independent Mid-term Evaluation been implemented?

VIII. TIME SCHEDULE AND DELIVERABLES

The PCP terminal evaluation is scheduled to take place between September 2019 and January 2020. A one-week evaluation field mission is envisaged during November 2019.

Activity	Responsibility	Estimated month
Preparation of evaluation terms of reference	IED	August 2019
Collection of documentation	IED	August/September 2019
Identification of evaluation team (ET) members	IED	August/September 2019
Initial interviews at HQ	ET	October 2019
Inception report	ET	October/November 2019
Field mission(s) in Ethiopia	ET, supported by PCP team leader and UNIDO FO	Mid-/end-November 2019
Presentation of preliminary findings at UNIDO HQ	ET	November 2019
Draft report	ET	November 2019
Exit evaluation workshop in Ethiopia	ET	November 2019
Collection and incorporation of comments into report	ET	December/January 2019
Preparation of an evaluation brief and of an infographic	ET	December/January 2019
Issuance of final report and evaluation brief	IED	January/February 2020

IX. EVALUATION TEAM COMPOSITION

The evaluation team will include:

- 1) One senior international evaluator and team leader (with wide experience in development of evidence-based policy development)
- 2) One or two national evaluation consultants with strong expertise in evaluation techniques and development aid
- 3) One IED evaluation officer, who will also act as evaluation manager.

The international and national consultant(s) will be contracted by UNIDO, EIO/IED. The tasks of the consultants are specified in their respective job descriptions, attached to these terms of reference as annex 1.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

X. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Office of Evaluation and Internal Oversight. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on evaluation methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality in annex 3 to these evaluation terms of reference.

Annex 1: Evaluation Team - Job descriptions

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Principal/Senior international evaluation consultant (Team leader)
Main Duty Station and Location:	Home-based
Mission/s to:	UNIDO HQ (Vienna, Austria), and Addis Ababa, Ethiopia (with in-country travel)
Start of Contract (EOD):	October 2019 (WAE)
End of Contract (COB):	January 2020
Number of Working Days:	48 days spread over 4 months

ORGANIZATIONAL CONTEXT

Under the supervision of the Chief, UNIDO Independent Evaluation Division, the Principal/Senior international evaluation consultant will lead an evaluation team comprising of one UNIDO evaluation team member and one/two national evaluation consultants in the conduct of the independent terminal evaluation of the UNIDO Programme for Country Partnerships in Ethiopia. Additional details on the background for this assignment are given in the evaluation terms of reference. More specifically, the Principal/Senior international evaluation consultant will carry out the following duties:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration (work days)	Location
Desk review of documents related to the UNIDO PCP and portfolio in Ethiopia, guiding and advising the team members in the preparation of the inception report, including evaluation tools and work plan.	List of issues to be clarified in line with evaluation questions; inception report including interview guidelines, and evaluation conduct work plan.	10 days	Home-based
Briefing with UNIDO IED; and, as per inception report and work plan to conduct: <ul style="list-style-type: none"> HQ interviews with relevant UNIDO staff HQ interviews with representative(s) of Permanent Mission(s) ET: evaluation field mission planning. 	Information collected and analyzed, in line with the evaluation questions and the Evaluation Matrix developed during the inception phase,	3 days	Vienna, Austria
Consolidating the inception report: prepare an inception report based on the desk review and including a draft PCP Ethiopia ToC, an evaluation matrix and work plan	Inception report	3 day	Home-based
<ul style="list-style-type: none"> Leading the ET evaluation field mission in Ethiopia (includes interviews with stakeholders, project site visits) Debriefing to national stakeholders (last day of evaluation field mission) 	As per evaluation work plan from the inception phase; and presentation	10 days	Ethiopia
Debriefing: Presentation of preliminary findings to UNIDO management and staff at UNIDO HQ and to Permanent Mission(s)	Information and findings analyzed for evaluation report. Power Point presentation with preliminary findings.	4 days	Vienna, Austria

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration (work days)	Location
Drafting of evaluation report, collecting feedback and incorporation of comments received	Draft report. Report chapters and sub-chapters including conclusions, recommendations and lessons learned	12 days	home-based
<ul style="list-style-type: none"> • Consolidation and submission of the Final Report • Preparation of evaluation brief and infographic 	<ul style="list-style-type: none"> • Final report • Evaluation brief (1-2 pages) • Infographic 	6 days	Home-based
Total		48 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in a field related to development studies, economics, public administration, business administration.

Technical and Functional Experience:

- A minimum of 15 years practical experience in the field of evaluation of development projects/programmes, including experience at the international level involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries.
- Knowledge of the East African Region / Ethiopia an asset.
- Proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies.
- Good knowledge of and experience working with multilateral and international development interventions.
- Experience/knowledge in partnerships with multilateral organizations.
- Excellent analytical and drafting skills.

Languages: Fluency in written and spoken English is required.

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

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

Impartiality:

According to the UNIDO evaluation policy, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a

declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the projects/programme of the evaluation subject before the completion of her/his contract for this evaluation.

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT
(ISA)

Title:	National Evaluation Consultant (Team Member: 1 or 2 posts)
Main Duty Station and Location:	Home-based
Mission/s to:	Addis Ababa, Ethiopia (with in-country travel)
Start of Contract (EOD):	October 2019 (WAE)
End of Contract (COB):	January 2020
Number of Working Days:	20 days spread over 3 months

ORGANIZATIONAL CONTEXT

Under the supervision of the leadership of the Principal/Senior international evaluation consultant, and in collaboration with the evaluation team member(s), the national evaluation consultant will participate in the independent terminal evaluation of the UNIDO Programme for Country Partnerships in Ethiopia based on the detailed evaluation terms of reference and the duties and deliverables tabled below.

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration (work days)	Location
Desk review of documents related to UNIDO's PCP framework, and to the PCP Ethiopia, in particular	List of issues to be clarified in line with evaluation questions; inception report including interview guidelines, and evaluation conduct work plan.	3 days	Home-based
In coordination with national and field stakeholders to support the preparation of field mission(s) in his/her country	Information collected and analyzed, in line with the evaluation questions developed in the TOR and the Evaluation Matrix developed during the inception phase.	3 days	Home-based
Participate in the evaluation field mission together with the international team members and follow up meetings in Ethiopia after the first week	As per evaluation work plan from the inception phase.	10 days	Ethiopia (in-country travel)
Providing inputs to the drafting of evaluation the evaluation report; Prepare assigned sections of the evaluation report, and other tasks as required.	Report chapters and sub-chapters including conclusions, recommendations and lessons learned.	4 days	Home-based
Total		20 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in a field related to development studies, economics, public administration, business administration.

Technical and Functional Experience:

- Minimum of 5 years' experience on project/programme or evaluation
- Knowledge of industrial development and issues related to the mandate of UNIDO
- Excellent analytical and drafting skills.

Languages: English and Amharic, other regional languages (e.g., Oromo) of advantage.

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

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

Impartiality:

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

Annex 2: Tentative evaluation report outline

TABLE OF CONTENTS

Acronyms and Abbreviations

Glossary of Terms

Executive Summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should not exceed 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions addressed
- Methodological remarks
- Limitations encountered and validity of the findings

II. Country and PCP background

Country context

- Historical context
- Brief overview of recent economic development
- Industrial situation and relevant sector specific information
- Development challenges faced by the country
- Relevant Government policies, strategies and initiatives
- Initiatives by and with international cooperation partners

Description of UNIDO PCP activities in the country

- Major PCP components, main objectives and problems they address
- Brief overview of other important activities
- Theory of Change for PCP Ethiopia

III. Assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR. The assessment must be based on factual evidence collected and analysed from different sources. The evaluators' assessment can be broken into the following sections:

1. Overall assessment of the PCP [under DAC criteria or as agreed in the inception phase]

- Relevance (Report on the relevance of PCP Ethiopia towards the country and beneficiaries)
- Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
 - Advancing economic competitiveness
 - Creating shared prosperity

- Safeguarding the environment
- Contribution to ISID and SDGs
-
- Sustainability of PCP Outcomes (Report on the risks and vulnerability of the PCP, considering the likely effects of socio political and institutional changes in the country, and its impact on continuation of benefits after the PCP ends, specifically the financial, socio political, institutional framework and governance, and environmental risks)
- PCP coordination and management (Report PCP management conditions and achievements, and partner countries commitment)

2. Performance in cross-cutting issues

- Gender¹⁶
- Environment
- South-South cooperation

3. Case Study(ies)

- Learning from the different projects implemented under the PCP

At the end of this chapter, the rating tables should be presented as required in annex 4.

IV. Conclusions, recommendations and lessons learned

This chapter can be divided into three sections:

1. Conclusions

Main conclusions on the basis of section II, and clear linkage to recommendations.

2. Recommendations

This section should be succinct and contain a few (max. five) key recommendations, which will be followed up under the management response z

- Based on evaluation findings
- Realistic and feasible within a project context
- Indicating institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- Commensurate with the available capacities of project team and partners
- Take into account resource requirements

¹⁶ Guidance on integrating gender in evaluations of UNIDO projects and programmes

Recommendations should be structured by addressees:

- UNIDO
- Government and/or counterpart organizations
- Donor

For additional information on the formulation of recommendations, please refer to section 3.10 in the UNIDO Evaluation Manual.

3. Lessons learned

UNIDO evaluation lessons learned¹⁷ contain information about the context, challenges, causal factors, target users and success/failure.

ANNEXES

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, case studies, and any other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

- Annex A: Evaluation terms of reference
- Annex B: List of persons met
- Annex C: Bibliography
- Annex D: Project assessments/reviews/case study(ies)
- Annex E: Country map and project sites
- Annex F:

¹⁷ The evaluator will be provided with a guidance document on lessons learned prepared by the UNIDO Independent Evaluation Division (includes a checklist on lessons learned quality).

Annex 3: Checklist on evaluation report quality

Independent terminal evaluation of

Project Title: UNIDO Partnership Country Programme in Ethiopia (2015-2019)

UNIDO Project No./ID:

Evaluation team leader:

Quality review done by:

Date:

Report quality criteria		UNIDO ODG/EIO/IED assessment notes	Rating
A.	Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
B.	Was the evaluation objective clearly stated and the methodology appropriately defined?		
C.	Did the report present an assessment of relevant outcomes and achievement of project objectives?		
D.	Was the report consistent with the ToR and was the evidence complete and convincing?		
E.	Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
F.	Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
G.	Did the report include the actual project costs (total, per activity, per source)?		
H.	Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
I.	Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
J.	Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
K.	Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
L.	Was the report delivered in a timely manner? (Observance of deadlines)		
<p><u>Rating system for quality of evaluation reports</u> A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			

Annex 4: Rating tables

#	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	Yes
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes
3	• Results-based Management (RBM)	Yes
E	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	Overall assessment	Yes

Rating system

In line with the practice adopted by many development agencies, the UNIDO ODG/EIO/IED uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per below.

Project rating criteria

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

Score		Definition
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.

Annex 5: Areas of UNDAF Joint Programming¹⁸

UNDAF Pillar No.	Outcome No.	Participating agencies (incl. UNIDO)
Pillar 1: Inclusive Growth and Structural Transformation	Outcome 1: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector	FAO, UNDP, WFP, IFAD, UN Women, ILO, UNICDF
	Output 1.2: Farmers and different value chain actors have strengthened technical capacity and skills to adopt inclusive value chain approaches in the commercialization of selected agricultural commodities	FAO, WFP, UNDP, UN Women, UNICDF
	Outcome 2: By 2020 private- sector driven manufacturing and service industry sector growth is inclusive, sustainable, competitive and job rich	ILO, IOM, UNDP, UNCTAD, UNCDF, WHO, UNESCO, UNHabitat
	Output 2.1: Micro, Small and Medium Scale Enterprises (MSME's) have increased and expanded access to innovative, inclusive, and client-oriented financial products and services.	ILO, IOM, UNDP, UNCDF, UNCTAD
	Output 2.2: Priority manufacturing sectors identified in the GTP are more inclusive, job-rich, productive and competitive in regional and international markets.	WHO, UNDP, ILO, UNCTAD, UNHabitat
	Output 2.3: Private sector enterprises have improved skills, knowledge and technological capacity for increased productivity and competitiveness.	WHO, UNDP, UNESCO, ILO, UNCTAD
	Pillar 2: Resilience and Green Economy	Outcome 5: By 2020 Key government institutions at federal and regional level are better able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable natural resource management
Output 5.3: Technologies and practices including finance and market mechanisms that promote a climate		UNDP, UNEP, FAO, UNHCR, UN Habitat,

¹⁸ United Nations Ethiopia. (2016). United Nations Development Assistance Framework for Ethiopia 2016-2020

UNDAF Pillar No.	Outcome No.	Participating agencies (incl. UNIDO)
	resilient green economy introduced and scaled up	UNCDF, UNCTAD

Annex 6: PCP Ethiopia – Factsheet¹⁹

National policy framework²⁰	Growth and Transformation Plan II (GTP II)
Priority sectors/areas	Agro-Processing, Leather and Leather Products, Textile and Apparel
Main participating ministries	Ministry of Trade and Industry (MoTI) Ministry of Finance and Economic Cooperation (MoFEC) Ministry of Agriculture (MoA)
Key development partners	DFIs: African Development Bank (AfDB), European Investment Bank (EIB), World Bank (WB) Bilateral/multilateral financing partners: Italian Development Cooperation Agency (AICS), European Union (EU), China, Russian Federation, Japan, Austrian Development Agency (ADA), Swedish International Development Cooperation Agency (SIDA) + Montreal Protocol, OPEC Fund for International Development (OFID), PTF (Multilateral Facilities) UN entities: FAO, UNDP, UNCTAD Business sector: Illycaffè and Volvo (PPDP), Calzedonia, Velocity, DBL and H&M (MoU) Other relevant partners: Government of Ethiopia and its specialized agencies: among others, Ethiopian Textile Industry Development Institute (ETIDI), Ethiopian Leather Development Institute (LIDI), Coffee Training Authority (CTA), Federal Small & Medium Manufacturing Industries Development Agency (FeSMMIDA), etc.)
UNIDO's TC portfolio (completed and ongoing)	Total number of projects within the framework of the PCP: 33 Total funding secured ²¹ in US\$: 51,074,060 (09/2019)
Total investments leveraged²² (cumulative)	US\$: 1,269,366,575 (09/2019)
Total PCP volume²³	US\$: 1,320,440,635 (09/2019)

¹⁹ Source: PCP Ethiopia. Annual report 2018, pp. 4, PCP Ethiopia – At a glance, updated by PM 8/2019

²⁰ Refer to the main national policy (ies) /strategy (ies) supported by the PCP.

²¹ Funding secured: The total budget (excluding programme support costs) under signed agreements for UNIDO programmes and projects.

²² Funding leveraged: Financial contributions allocated by public or private partners towards objectives pursued in a PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP. Such resources are not channeled through UNIDO's accounts and accordingly not under the Organization's direct control.

²³ Total PCP volume: UNIDO's portfolio with funding secured + investments leveraged.

Annex 7: PCP Ethiopia Projects' Overview (2015-2018)²⁴

Resource Mobilization Summary (USD)				
Project/Intervention	Committed Funds to PCP Q3 2019			
	Grants - UNIDO	Parallel Funding	GoE Co-financing	In-kind (PS)
Priority Sectors				
Agro-Processing				
Integrated Agro-Industrial Parks	7,384,446	681,512,648	503,500,000	-
Coffee Value Chain	4,042,009	75,000,000	-	114,155
Fishery Value Chain	2,000,000		-	-
Diary Value Chain	189,456		-	-
Livestock Value Chain	654,000		-	-
Beles Value Chain	2,591,767		-	-
Moringa Value Chain	1,554,000		-	-
Total Agro-Processing	18,415,679	756,512,648	503,500,000	114,155
Textile & Apparel				
Capacity Building and Job Creation in the T&G Sector (I & II)	2,620,558	-	2,000,000	-
Total Textile and Apparel	2,620,558	-	2,000,000	-
Leather & Leather Products				
Leather Initiative for Sustainable Employment Creation (LISEC)	8,374,942	6,563,927	-	-
Leather Cluster Initiative	2,827,854	-	790,000	-
Total Leather and Leather Product	11,202,796	6,563,927	790,000	-
Cross-Cutting Interventions				
Trade and Investment Promotion				
Investment Forums	450,000	-	-	-
SME Profiling & Benchmarking	65,000	-	-	-
SPX & IP	730,594			
Total Trade and Investment Promotion	1,245,594	-	-	-
Energy & Environment				
ULH-MHP Technologies for Productive Use	1,532,780	-	-	-
Solar-Powered Water Sanitation System	1,116,412	-	-	-
Total Energy and Environment	2,649,192	-	-	-
Institutional Capacity Building				
SINCE	1,748,776	-	-	-
Training Academy Heavy Equipment and Driving (I&II)	5,329,000	-	-	5,135,714
Women & Youth Entrepreneurship Program 140092	1,015,364	-	-	-
Policy/Strategy/Roadmaps/Studies Development	507,733	-	-	-
Total Institutional Capacity Building	8,600,873	-	-	5,135,714
PCP Coordination	1,089,499	-	-	-
Total Coordination	1,089,499	-	-	-
Total PCP Portfolio to 09/2019	45,824,190	763,076,575	506,290,000	5,249,869

²⁴ Source: UNIDO. (2019). PCP Ethiopia Annual Report 2018

Annex 8: PCP Ethiopia: Portfolio overview (incl. source of parallel funding streams)²⁵

ERP ID	PCP component	Completed projects	Donor	Funding (US\$)
160110	Agro-processing	Engineering design work for the integrated agro-industrial parks and rural transformation centers in Ethiopia	GoE	1,246,729
130316	Agro-processing	Integrated industrial upgrading and enterprise development approach	China	808,179
130164	Agro-processing	Preparation of feasibility study & business plan for piloting Integrated Agro-Food Parks (IAFP) in Ethiopia	Italy	467,735 (EUR 409,735)
100092	Agro-processing	Establishing industrial processing and marketing of Beles-based food products	OPEC	2,213,000
150471	Cross-cutting	First International Agro-industry Investment Forum in Ethiopia	PTF	250,000
120211	Cross-cutting	A PPP project: Training academy in heavy duty equipment and commercial vehicles in Ethiopia	SIDA	5,019,714
170052	Cross-cutting	Support to the Government of Ethiopia on the improvement of its strategy and policy for the development of technology-based chemical industry	Korea	139,791
170072	Cross-cutting	Study to support National Quality Infrastructure Development in Ethiopia	PTF	52,000
170068	Cross-cutting	Study for the establishment industrial enterprises related to electric systems and appliances and/or electronics in regional industrial clusters	PTF	30,794
170160	Cross-cutting	Improving public health by solar-powered water sanitation systems in Ethiopia	Japan	231,456
170023	Cross-cutting	Second International Industry Investment Forum in Ethiopia and SME profiling	PTF	265,000
170069	Cross-cutting	Formulation of capacity-building programme on industrial parks creation and management for PCP Ethiopia	PTF	65,148
			Sub-total	10,789,546

²⁵ Source: PCP Ethiopia. Annual report 2018

ERP ID	PCP Component	Ongoing projects	Donor	Funding (US\$)
150410	Agro-processing	Technical support for the implementation of the integrated agro-industrial parks in Ethiopia	Italy	1,450,175 (EUR 1,270,354)
130144	Agro-processing	Improving the sustainability and inclusiveness of the Ethiopian coffee value chain through public-private partnership	Italy	4,156,164 (EUR 3,640,800)
190001	Agro-processing	Coordination of the IAIPs process in Ethiopia - PROSEAD	EU	3,411,628 (EUR 3,084,112)
160044	Agro-processing	Reducing irregular migration in northern Ethiopia – Beles	Austria	378,767
160276	Agro-processing	Technical and institutional capacity-building for increasing production and developing the aquaculture and fisheries value chains in Ethiopia	Russian Federation	2,000,000
170226	Agro-processing	Dairy for Development (D4D) Phase 1	Austria	189,456
160252	Agro-processing	Upgrading the livestock value chain in Ethiopia Phase 1	PTF	654,000
140330	Agro-processing	Establishing Moringa-based economic development program to improve the livelihood of rural women in Ethiopia	Italy	1,554,000
170040	Textiles and apparel	Capacity-building and job creation for youth and women in the textile sector in migration prone areas of Ethiopia	Italy	2,620,558 (EUR 2,212,389)
160086	Leather	Leather Initiative for Sustainable Employment Creation (LISEC)	EU	8,374,942 (EUR 7,336,449)
150201	Leather	Phase 2 (Extension) of the technical assistance project for the up-grading of the Ethiopian leather and leather products industry	Italy	2,827,854 (EUR 2,477,200)
170049	Cross-cutting	Support Business Friendly and Inclusive National and Regional Policies and Strengthen Productive Capacities and Value Chains in ACP countries - ETH	EU	730,594 640,000
120601	Cross-cutting	Low carbon low emission clean energy technology transfer program	Japan	1,532,780
180206	Cross-cutting	Improving public health by solar-powered water sanitation systems in Ethiopia – Phase II	Japan	884,956
160089	Cross-cutting	Stemming irregular migration in northern and central Ethiopia (SINCE)	EU	1,748,776 (EUR 1,531,928)
140347	Cross-cutting	Training institute for commercial vehicles drivers in Ethiopia: A PPP project to support specialized skills development	SIDA	5,445,000
140092	Cross-cutting	Productive work for youth and women through MSMEs promotion in Ethiopia	Italy, Austria	1,015,364
120619	Cross-cutting	HCFC phase-out management plan Phase I	Montreal Prot.	155,000
180168	Cross-cutting	Preparation of a HCFC phase-out management plan Phase II	Montreal Prot.	30,000
170051	Cross-cutting	Study for upgrading TVET colleges based on the PPDP model	PTF	35,000
150037	Coordination	PCP - Program for Country Partnership in Ethiopia	China, PTF	1,089,499
			Sub-total	40,284,513

ERP ID	PCP component	Pipeline projects	Donor	Funding (US\$)
	Agro-processing	Dairy for Development (D4D) Phase 2	TBD	
	Agro-processing	Upgrading the Livestock Value Chain Phase 2	SSCAF	2,000,000
	Agro-processing	Establishing Moringa-based Economic Development Program to Improve the Livelihood of Rural Women in Ethiopia - Phase 2	Italy	3,424,658 (EUR 3,000,000)
	Agro-processing	Coordination AfDB Project on Infrastructure Development of the IAIPs	AfDB	4,378,080 (EUR 3,957,784)
	Agro-processing	IAIPs development support	Germany	5,000,000
	Agro-processing	Support to the IAIPs Coordination and Governance	Italy	2,212,389 (EUR 2,000,000)
	Agro-processing	Third International Industry Investment Forum in Ethiopia	GoE	560,000
	Cross-cutting	Youth unemployment in Ethiopia	MasterCard Foundation	9,000,000
			Sub-total:	26,575,127
PCP Ethiopia total (completed, ongoing and pipeline):				US\$ 77,649,186

Annex 9: PCP Projects' factsheets²⁶

The Four Integrated Agro-Industrial Parks

Project Objective

To establish four Integrated Agro-Industrial Parks (IAIPs) together with at least 20 Rural Transformation Centre (RTCs) per IAIP to facilitate substantial value chain integration and mitigate the main constraints to investments in agro-industries (infrastructure, raw material supply, and trade logistics), while improving facilitation services for investors and support services to clustered firms and to farmers in the area

Rationale

The improved investment climate alone has not been sufficient to attract investors to the agro-food processing sector in places where there is high economic potential (such as the Economic Growth Corridors), mainly due to lack of proper infrastructure. The Government of Ethiopia is using industrial zones as a tool to accelerate investment in labour-intensive sectors. The IAIPs can lead to the transition of the Ethiopian agricultural production from being fragmented and supply-driven, to becoming organized, safe, and demand-led and high-value oriented. The IAIPs could also be instrumental in creating an environment favourable to the transformation of small agro-food processing enterprises into medium-size companies; they can play this role by offering incentives such as modest plot lease fees, and financial assistance and training.

Main Achievements in 2018

Strengthening IAIP Management

- The Regional Industrial Parks Development Corporations (RIPDCs) have been established in 4 regions to own and manage the IAIPs.
- UNIDO provided capacity building support to the RIPDCs to manage and oversee operations of the IAIPs, including providing support in the process of construction service procurement for on-site infrastructure and management of contracts. To this effect, UNIDO hired a local engineer expert for the IAIP Project Office to undertake the follow up of the detail engineering design, construction supervision and contract management and assist the RIPDCs.
- The four RIPDC CEOs, three state ministers and three director generals from MoTI, MoA and MoFEC, together with 4 experts from UNIDO, FAO and AICS participated in a study tour to Emilia Romagna Region (world class food valley), Italy from October 7-12, 2018.
- In partnership with UNDP, the management and operation manuals for the IAIPs and RTCs are under preparation and will be finalized in the first quarter of 2019.
- A stakeholder mapping study around the IAIPs and RTCs is planned in the 1st quarter of 2019 at federal and regional levels for operation and oversight of the IAIP.

IAIP infrastructure development

- In order to insure the quality of the designs of IAIPs and RTCs prepared by the Mahindra Engineering Consulting Firm (MACE), a review of detail engineering designs was held by third parties. Three firms participated in the review process: these are United Nations Office for Project Services (UNOPS), STUDIO MARTINI INGEGNERIA (Italian firm) and KATE Consulting Engineers (local firm for the RTCs design review).
- All the four RIPDCs have started construction activities for both the RTCs and IAIPs.

Environmental Sustainability & Safety Standards

- UNOPS has been commissioned to undertake the EISA studies for the four IAIPs and related RTCs that would comply with legal procedures of the GoE and the policy guidelines of AfDB. To undertake the assignment, UNOPS hired a South African consulting firm (WSP) and two local consulting firms.
- Key stakeholders including MoTI, RIPDCs and Ministry of Environment, Forest, and Climate Change (MoEFCC) have been consulted during the preparation of the reports and evaluated the draft reports produced. The studies have been approved by MoEFCC.
- The Resettlement Action Plan has been prepared, and compensation payments have

²⁶ *ibid*

been effected for the peoples affected by IAIPs and RTCs development.

- MoEFCC has confirmed that the projects comply with the environmental requirements of the country and issued the Environment Clearance on August 9, 2018.

Market Linkages (supply-side)

- 13 primary cooperatives, with 30,000 members producing Avocado are linked to a foreign investor producing avocado juice and oil in the SNNP IAIP.
- Consensus has been reached with regions on the urgency to design special intervention plans on improving agriculture productivity in the catchment areas and align ongoing different programs towards the development of the IAIPs.
- 5 in-depth value chain analysis have been completed and 3 additional studies are on progress.
- The three Strategic Analysis and Business Plans for (i) Cow Milk and Dairy Products, for (ii) Live Animals and Red Meat and for (iii) Wheat and Wheat Products in Central-Eastern Oromia are completed. The two Strategic Analysis and Business Plans for (iv) Potatoes and Potato Products and for (v) Fresh and Industrial Tomato in Central-Eastern Oromia are under finalization for technical clearance and circulation among partners and stakeholders. Products and the appendix for (vii) Pineapple, as well as the zero draft of the Strategic Analysis and Business Plan for (viii) Haricot Bean (green bean) are under finalization. These will be validated with Government experts and key stakeholders at federal and regional levels in January 2019.
- Six youth groups (60 youth in total) have been formed and supported – through a Letter of Agreement (LoA) with Oromia Regional State - on local production of improved tomato and potato.
- In collaboration with FAO, the Ministry of Fishery and Livestock and other stakeholders, trainings to key value chain actors (diary, fresh vegetables, fruits, etc.) have been provided. Financial inclusion projects have been promoted as well, with Coops and Unions.
- Preliminary analysis of required agro-infrastructure within the Agro Corridors completed.
- Review and analysis of selected PPPs and Business Models in Ethiopia conducted.
- 23 Government officials and FAO/IFAD staff have been trained through a joint ToT co-organized by FAO and IFAD on “Operational and Legal Aspects of Contract Farming Schemes”.
- Exchange visit from India has been organized with women’s organizations (i.e. SEWA and WISE) to share approaches and good practices to support women’s agribusiness entrepreneurship.
- Rapid incubator ecosystem infrastructure mapping is conducted - through a LoA with the African Agribusiness Incubation Network - for selected commodities and incubator services in Oromia.
- Partnership framework and implementation plan for “Introducing agribusiness incubation and acceleration services within the IAIP initiative” is prepared.

Investment Attraction

- Different road shows have been carried out locally to oversee and promote IAIP and attract investors. The Second International Agro-Investment Forum was successfully held on March 2018.
- The overall effort enabled to attract potential investors who are willing to invest in the IAIPs.

Outlook for 2019

- Establishment and strengthening of the IAIP Project implementation governance (Project Steering Committee) at the regional level and federal level.
- Project Proposal development for new funding opportunities (PROSEAD, AFDB and AICs).
- Facilitate or support the design of the IAIP legal framework development (park operations and management manuals, incentive packages, quality and safety systems and related proclamations) for the smooth operationalization of the IAIPs.
- Facilitate institutional linkages (university –industry linkages, TVET-industry linkages, and others) with IAIPs and RTCs.
- Facilitate structured and unstructured trainings for the private sector, employees and management of the IAIPs and RTC, value chain governance and supporting institutions.
- Experiences sharing and exposure visit (abroad and domestic) to develop managerial skills, technical skills and systems that helps for the operationalization of IAIPs and RTCs.
- Support institutional setup of the IAIPs (park administrations, RTC management, one-stop-shop service centre, centre of excellence, etc.)
- Support investment mobilization efforts of Regional Industrial Park Development

Corporations.

- Complete value chain studies of selected commodities for the IAIPs.
- Support the value-chain development of the entire agro processing zone.
- Progress monitoring of IAIPs development and the catchment development.

Leather Initiative for Sustainable Employment Creation (LISEC)

Project Objective

To contribute to the reduction of irregular migration from Ethiopia by creating greater economic and decent employment opportunities for young men and women through the development of the Modjo Leather City Industrial Park and the Ethiopian leather industry value chain.

Rationale

According to demographic projections, more than two million young Ethiopians enter the labour market every year. Lack of economic opportunities to absorb a large labour supply, coupled with marginalization, natural disasters, and food insecurity create a set of complex drivers that act as push factors for rural-urban migration as well as international migration. The opportunities for rural migrants in urban areas are limited, and life in cities frequently does not meet migrants' expectations, perpetuating the dream of international migration. The lack of economic opportunities being one of the major drivers of migration, there is a need to create long-lasting and decent employment opportunities in urban areas within economic priority sectors that add value and are export oriented, generate high employment, have potential competitive and comparative advantages, and have multiplier effects for other sector-related industries. Despite its impressive economic growth, Ethiopia remains at a very early stage in its economic structural transformation, and industrial sector expansion is essential for sustained long-term growth and poverty reduction. Thus, the Government of Ethiopia has developed a national industrial policy with a focus on the creation of several industrial and agro-industrial parks on those economic sectors that potentially have the greatest benefit for the development of the economy. This proposal is anchored to the Modjo Leather City (MLC) Industrial Park, a park that has been envisioned by the Government of Ethiopia as an environmental friendly leather industrial district.

Description

LISEC aims to reach its objectives by intervening on three interrelated axes: (i) Advancing economic competitiveness by strengthening the leather value chain; (ii) Environmental protection by facilitating financial investments towards the establishment of an eco-friendly leather industrial park in Modjo; and, (iii) Strengthening social cohesion by supporting economic and social development initiatives for women and youth living in Modjo area and enhancing industrial and labor relations in the MLC.

Main Achievements in 2018

- UNIDO – LISEC Project Office is established.
- CTA (Chief Technical Advisor) has been selected and recruited.
- NPC (National Project Coordinator) has been selected and recruited.
- National Expert for tannery environment has been selected and recruited.
- Project implementation areas have been mapped.
- A review of the project document during the inception phase is underway in order to prepare a detailed action plan and project implementation strategy.
- Key baseline data is sourced from LIDI.
- JDs for Driver and National Experts are prepared and selection process have started.
- Discussions with other developmental partners engaged in the leather value chain are on-going (i.e. with Solidaridad, Enterprise Partners (DFID funded), JICA, People in Need and AICS).
- Preliminary introductory meeting with EUD is held.
- Modjo Leather City (MLC) Project has initiated engagements with MOTI.
- MLC Technical Committee is established and chaired by the State Minister for Industry. The UNIDO – LISEC NPC is a member; two meetings have been held so far.

Outlook for 2019

- Project Staff fully recruited.
- Project vehicles procured.
- Project Steering Committee (PSC) is established.

- Technical Working Groups (TWG) for each output are established.
- Detailed action plan is prepared.
- Inception report is finalized.

Capacity-building and job creation for youth and women in the textile sector in migration prone areas of Ethiopia

Project Objective

To support the GoE in the creation of decent and productive job opportunities for young women and men through the development of strategic sectors such as the textile and garment industry.

Rationale

The Textile and Garment (T&G) sector is currently undertaking a rapid expansion driven by strategic interests of both the GoE and key international investors and offers considerable opportunities to create employment of basic operators, middle management staff, low-skilled labour in large factories, as well as medium and small entrepreneurial activities. In particular, the T&G sector is suitable to generate significant employment opportunities for potential migrants and especially for women, as their participation is mainly represented (80%) in T&G factories. One of the areas holding the most potential for prospective intervention is Tigray (Mekelle and surroundings), which holds the highest potential for expansion in the short to medium term due to the actual concentration of T&G industries in the area and construction of the Mekelle Industrial Park for Textiles and Garments.

Description

The project focuses on the development of local capacities (at managerial, technical and institutional levels) in the textile industry through a public private partnership approach. This project also responds to a specific Official Request sent by the Ethiopian MoTI for supporting the T&G sector. Finally, this project has also been articulated in line with the Valletta Action Plan under the chapter development benefits of migration and addressing root causes of irregular migration and forced displacement. Two priority areas will be targeted: 1. Enhancing employment opportunities and revenue-generating activities in regions of origin and transit of migrants to enhance the professional skills and employability of young people. 2. Facilitating responsible private investments in African agro-industries and boost intra-African trade and exports of products.

Main Achievements in 2018

- The skills gap and needs assessment in synergy with the existing private garment industries in Mekelle was conducted. Main findings:
 - The industry has the plan to hire 20,000+ workers within the next three years, and additional 10,000+ to achieve full capacity within T&G sector based on market demand. Skills required:
 - Basic operators 18,084 (90.2%)
 - Middle level management 1,884 (9.4%)
 - High level management 84 (0.6%)
 - The number of job seekers for the textile industry (e.g. 18-25 years old, and above Grade 8th) has also been assessed:
 - At regional level there are around 140,000 job seekers out of these around 7,000 can be sourced from Mekelle Municipality
 - A significant number of workers are potentially available in the six woreda administrations next to Mekelle Municipality with about 13,000 job seekers.
- Organized and facilitated soft skill and technical sewing operators training for direct job opportunities to Strathmore Garment Industry located at Mekelle Industrial Park for about 400 beneficiaries. The training was organized and facilitated in close coordination with Mekelle city and zone administration, SINCE, UNIDO and Mekelle Garment College. The technical trainings have been provided by using the current machineries of the Centre that have been repaired through spare parts purchased, while waiting for the arrival of the new machineries under procurement.
- The capacity and equipment gap of the Centre within Mekelle Garment College (MGC) was assessed. Considering best practices in the Garmenting Industry, 2 types of Training Programs have been planned to

capacitate the CoE. The list of required machinery and equipment for the production unit has been identified, approved by the beneficiaries and project's counterparts and under procurement. The existing management and availability and professional background of the College have also been assessed.

- ETIDI capacity building including Laboratory, Equipment's & machineries, classes and library has been assessed through a comprehensive study conducted by UNIDO and based on the best practices, findings and recommendations were given and an action plan has been developed.
- Three experts from ETIDI and MoTI were sponsored to participate in the seminar on technical textile industries organized in collaboration with the Government of Turkey.
- To facilitate the link between ETIDI and the private sector, a Project Cooperation Agreement (PCA) between ETIDI and individual 5 industries have been developed. The project contributed to the definition of the T&G strategy for the MoTI for capacity building in the T&G sector. The high level PPP plat- form has been established and approved the plan of action within the Project Steering Committee. Two roundtable discussions with stakeholders have been organized.

Outlook for 2019

Starting from 2019 (as planned in coordination with the industry work force needs), the CoE will train 200 people/session/month who will then be directly hired by the industries located in Mekelle.

Phase 2 (Extension) of the Technical Assistance Project for the Up-Grading of the Ethiopian Leather and Leather Products Industry

Project Objective

To increase the competitiveness and turnover of the Ethiopian leather footwear and products industry SMEs, through a cluster approach.

Rationale

The Ethiopian Government through the MoTI recognized UNIDO's competence and experience in:

- Developing and upgrading the Ethiopian leather and leather products industry, supporting SMEs through the creation and organization of networks, cooperatives of small production units through public and private partnerships;
- Aligning the project activities to the relevant policy strategies of the government;
- Considering international best practices and engaging with relevant stakeholders.

The project is in line with the Ethiopian GTP II, contributing to Ethiopia long-term strategy in terms of relevant thematic policies: specifically, poverty reduction, job creation and SMEs development.

Description

At a glance, the development of mature as well as organized SMEs' networks increases the income of the small production units as well as the quality of their products. This will also create positive effects on their ability to take advantage of the economies of scale as well as to access the services provided by local institutions

Main Achievements in 2018

UNIDO has been continuing offering support to the leather clusters following a participatory approach in co-ordination with the Government's counterparts (MoTI, LIDI and FSMMDA).

As a consequence of the Project Steering Committee (February 2018), the project addressed the development of the business plans for EIFCCOS and LOMI networks aimed at setting up the suitable environment for the arrival of the Common Production Line of shoes for EIFCCOS and allocating the premises for LOMI members.

Additionally, capacity building trainings were provided for the clusters and governmental officials (e.g. quality control, entrepreneurship, cluster development, quality management) and support was delivered to them for participating to the national and international fairs and exhibitions (e.g. AALF, New Year Exhibition, Fashion Week, etc.) and the visits planned (e.g. Merkato at Anbessa shoes factory). It is worth noting the visit arranged for the Italian Prime Minister at EIFCCOS (October 2018) and the Italian Vice-Minister of Foreign Affairs (December 2018).

Additionally, in line with the GTP II, UNIDO put a lot of efforts to create market linkages for its beneficiaries. In this regard, a partnership with a leather private company from Europe and LOMI was established and a visit organized.

The creation of the Creative Hub at FeSMMIDa compound is in the process to be launched following the agreements signed with GoE. Finally, synergies have been created with other development partners working on the leather sector (e.g. the Women Entrepreneurship Development Project – World Bank) for the establishment of a sharing platform composed of twenty women.

Outlook for 2019

In 2019, in addition to the annual activities promoted by the Project (capacity building initiatives, participation to exhibitions, market linkages creation), UNIDO will attentively follow and consequently launch the installation of the Common Production Line (shoes) for EIFCCOS and its operational assessment aimed at adding value to this cluster and its member SMEs. Moreover, the Creative Hub will be inaugurated. This Hub will follow the PPP approach and innovatively constitute the management framework of the hub itself.

Increasing the sustainability and inclusiveness of the Ethiopian coffee value chain through Public and Private Partnership

Project Objective

To increase the income of smallholder farmers deriving from sustainable production, processing and marketing of the Ethiopian coffee.

Rationale

Ethiopia represents the origin of coffee and is the only place in the world where coffee grows spontaneously in forests. Coffee (which is 100% Arabica and Organic) represents a major source of cash income and employment for millions of Ethiopian families: about 20 million people live from coffee production and processing, and green coffee represented about 31% of the commodity export revenues in 2017.

Even though the Ethiopian coffee is well known and appreciated in all the world due to its unique flavor and aroma, the country doesn't fully benefit from the production of coffee. As a matter of fact, Ethiopia mainly produces and exports coffee as green beans, while most of the value added in coffee derives from the secondary processing (roasting and packaging). As data shows, in Ethiopia the roasted coffee sector is not well developed and it represents less than 3% of export value.

By using its overall value-chain approach which seeks to address the major constraints at each level of the supply chain, rather than concentrating on just one group (e.g. producers) or on one geographical location, UNIDO project aims at addressing the major gaps in the Ethiopian coffee value chain, including the lack of professional training opportunities, poor coffee processing and roasting practices, low recognition of the quality of the Ethiopian coffee.

Description

The 'Improving the sustainability and inclusiveness of the Ethiopian coffee value chain through Private and Public Partnership' Project is funded by the Italian Agency for Development Cooperation (AICS) and implemented in coordination with the Ethiopian Coffee and Tea Authority (ECTA) and in cooperation with Illycaffè and Ernesto Illy Foundation.

The project aims to "increase income of smallholder farmers deriving from coffee" and unfolds over four outputs: (1) The coordination among the coffee value chain actors is improved, (2) The volume of roasted exported coffee is increased, (3) The quality of exported coffee is increased, and (4) The quality of the Ethiopian coffee is internationally recognized.

More specifically, the project is:

- Building capacities for farmers (best coffee agronomic, processing and post-harvest practices) and cooperatives (social and environmental sustainability, cooperative and financial management) to increase coffee production and quality.
- Establishing 21 Input Provision Centres, one for each target cooperative.
- Renovating old cooperative's coffee washing machineries in Aleta Wondo, in order to increase coffee quality while enhancing efficiency and environmental sustainability.
- Establishing 13 Coffee Drying Centres in Delo Mena, each comprising about 20 drying beds and one temporary storage.
- Creating nursery sites in Aleta Wondo for the production of high yield and disease-resistant coffee varieties (distributed to farmers).
- Supporting Farmers' Cooperative Unions (Sidama Coffee Farmers' Cooperatives Union - SCFCU - and Burka Yadot Farmers' Cooperative Union - BYFCU) in creating new market linkages and in adding value to the coffee produced in Ethiopia.
- Building capacities for the Ethiopian Coffee and Tea Authority (international study tours to coffee exporting/importing countries).
- Developing business plan and comprehensive communication strategy for the Ethiopian Coffee and Tea Authority (ECTA).
- Establishing the Coffee Training Centre in Addis Ababa within the premises of ECTA in partnership with Illycaffè and Ernesto Illy Foundation, and based on the model of the Università del Caffè.
- In partnership with Ernesto Illy Foundation, assigning one full scholarship every year for an Ethiopian student to attend the Master in Coffee Economics and Science in the University of Coffee of Trieste, Italy.

Main Achievements in 2018

- Creation of new communication and branding strategy for ECTA.
- First export of coffee of Burka Yadot Farmers' Union.
- Overall, agronomic training delivered to 9,364 smallholder farmers.
- Delo Mena: 10 Coffee Drying Centres are established.
- Aleta Wondo: 3 Coffee wet mills are renovated.
- 15 Input Provision Centres are established.
- One full scholarship has been assigned to an Ethiopian applicant

Outlook for 2019

- Establishment and inauguration of the Addis Ababa Coffee Training Centre (in ECTA HQs)
- Agronomic training delivered to 9,000 farmers
- Construction of 4 Coffee Drying Centres in Delo Mena
- Renovation of 6 coffee wet mills in Aleta Wondo

Establishing Moringa-based economic development program to improve the livelihood of rural women of Ethiopia

Project Objective

To improve the nutrition and income of the targeted rural women/communities in Southern Nations and Nationalities and People Regional State through the development of the moringa value chain.

Rationale

Improving the livelihoods and contributing to food & nutrition security of the rural communities through the development of the moringa value chain. The rural farmers, especially women, will benefit from the income generation activities derived from the entire value chain.

Description

The project target groups are represented by women and rural communities with special attention to local institutions in SNNPR. UNIDO is training the beneficiary farmers, with special consideration of women, to produce and process moringa leaves and seeds, taking into account health and sanitation parameters and having as priority to combat malnutrition in small children and pregnant lactating women. Moreover, the technical and infrastructural capacity development of the project assists the farmers' groups to create diversification for income generation through entrepreneurship capacity development.

Main Achievements in 2017/2018

- Pilot project site was identified; 30 ha of land were secured. Under the pilot initiative the first pilot demonstration unit of 5 ha was developed to demonstrate the improved production system. One ha for seed production and tree planting, with intercropping option, and 4 ha dense-planting system has been established.
- The Ethiopian Public Health Institute (EPHI) capacity has been strengthened through a provision of laboratory equipment. Two important laboratory instruments, amino acid analyser and fat analyser were procured and installed, to enable the Institute to conduct the complete nutrition profiling of *M. stenopetala*. Furthermore, international networking has been established between the Italian Public Health Institute, Istituto Superiore di Sanita' to improve the technical capacity of EPHI and other relevant institutes through training and knowledge transfer, especially on research laboratories and testing laboratories. The collaboration between Istituto Superiore di Sanita' and local institutes shall be stipulated in the form of an MoU.
- Institutional support has been provided to the Ethiopian Food, Medicine and Health Care Administration and Control Authority for developing a regulatory framework to ensure the marketing and distribution of moringa products. Within this context: a) the policy document on Traditional/Herbal Medicines and Herbal Supplements was completed b) a draft proclamation and directives were developed and presented to the relevant authorities for review and presented to the Council of Ministers for endorsement, and subsequently submitted to the House of Representatives for approval.
- Arba Minch University and Hawassa University have been supported to conduct baseline nutritional assessments. The assessments included household surveys of the existing handling practices, preparation and processing techniques of moringa in the lowlands of Arba Minch Zuriaworeda.
- Targeted beneficiaries, the rural women of Arba Minch ZuriaWoreda, have been trained on improved production and processing techniques. Product development training, knowledge transfer, (e.g. moringa soap production) has been conducted to introduce new aspects of moringa use.
- Moringa based improved recipes were developed, based on the study conducted on consumption patterns of moringa and ways to improve the nutritional values of foods consumed in Arba Minch area. A nutrition analysis was performed on the different kinds of moringa leaves (i.e. young, old, dry fresh), sensory evaluation was conducted on the improved recipe. A communication strategy, a training manual and communication tools, such as recipe card, leaflet, and billboard were developed as well. Training

sessions on balanced diet, malnutrition, and nutrition during the first 1000 days, complementary food, and dietary diversity have been conducted. Nutritional values of moringa, Hygiene & Sanitation have been emphasized on training modules.

- In terms of government contribution, the moringa value chain is considered as a strategic project for the regional government. The Regional Government financed the construction of a post-harvest unit and borehole to supply water for irrigation. The transformation of the underutilized resources, Moringa, to a marketable product and the demonstration of rural-agro processing technology in GamoGofa zone, which is a potential area for other horticulture products processing, is creating future opportunities. The intention of the regional government is to creating a centre of excellence for moringa post-harvest handling and agro-processing. The Government anticipates to replicate the lessons learned to other zones in SNNPR, as well as to promote moringa at national level.
- A feasibility study has been conducted considering an organic production on the allocated land (30 ha). The study provided a sound base for the establishment of a moringa seed system, for the processing of leaves and moringa oil, and for the scaling-up of the pilot initiative (diversification and marketing). The potential of *M. stenopetala* as a commercial product that can penetrate the commercial market structure both locally and internationally is clear.

Outlook for 2019

The second phase of the project has been developed jointly with FAO and submitted to donors (expected to be finalized in the 1st quarter of 2019). In the second phase of the project the following activities are envisaged to be conducted:

- Conduct a detailed market assessment for moringa (both species) and moringa products for animal consumption and human consumption including for medicinal use, in order to identify products requirements: quantity, quality, and continuity of supplies.
- Develop capacity of public Institutions (e.g. Bureau of Industry, Bureau of Agriculture and Livestock Resources, Cooperative Agency).
- Strengthen the capacity of regulatory authorities (e.g. EPHI/FMHACA/ESA) to ensure quality, certification and registration of *M.stenopetal* in the global market.
- Develop agribusiness skills (e.g. management, marketing, maintenance and services, etc.) of cooperatives and pre-cooperative groups to run the processing unit.
- Support the establishment of processing units for moringa-based products including for the pilot on *M. Oleifera*.
- Develop training procedures, manuals for the Coop members, and conduct trainings based on the concepts and principles of the Food Quality and Safety procedures.
- Support the communities in developing new products in collaboration with the private industries (Moringa oil, cosmetics etc.).
- Develop capacity of value chain actors on GAPs, and GMPs.
- Support the development and promotion of moringa based products, to create market opportunity (e.g. collaborate with industries to development new products), in line with national and international regulatory frameworks (in synergy with Output 3).
- Facilitate forward and backward linkages between value chain actors (linking with national and international markets).
- Carry out baseline survey and gender analysis in the new intervention areas.
- Develop Project factsheets, videos and other promotional material (including media local campaigns, awareness raising initiatives at national and international).

Technical and Institutional Capacity Building for increase in production and development of the aquaculture and fisheries value chains in Ethiopia

Project Objective

To promote fisheries value addition with a long term agenda of sustained nutritional food security, transformation of rural livelihoods and enhanced export market access.

Rationale

This project was proposed on request of GoE - Ministry of Fisheries and MoTI, to support implementation of the Industrialization led national Agriculture Transformation Plan and related sector strategies. The project is linked to the implementation framework of the Integrated Agro Industry Parks strategy, and the Aquaculture and Fisheries sector development strategy.

Description

The project aims to develop institutional capacity via the establishment of a Fisheries and Aquaculture Training and Vocational Institute (FATVI) to support an upgraded fisheries sector; and contribute to establishing of national human resource capacity for the sustainable promotion, efficient use and management of the fisheries sector and developing of associated fishing support industry and fish processing value chains.

The project is establishing services and facilities for integrating the predominantly small scale and subsistence fisheries value chains in the economy. Considering the number and geographical coverage of institutions of government, academia and research in fisheries, the project fills the gap of limited skills training on diversification through fish processing, and developing the nexus of fisheries to high growth sectors such as tourism. Another project intervention is the implementation of a demonstration production unit for fisheries diversification, such as gear implements utilizing wherever possible using disposable plastic scrap.

The project also targets institutional capacity building by assisting in the establishment of relevant institute operational guidelines, training courses, materials and staff capacities.

The established and/or upgraded service centres of FATVI will be equipped with machinery and tools appropriate for training operators and service providers in fishing, post-harvest handling and processing of fish catch.

Main Achievements in 2018

- Inception report has been validated and endorsed by the project steering committee including the annual work plan, budgets and monitoring and evaluation plan. Three PSC meetings have been carried out, a fourth in progress targeting January 2019.
- Two trainings, each for five days, on fish product quality, fish handling and preservation have been provided to 55 participants.
- Communication and visibility strategy including tools, target audiences and frequency have been drafted and endorsed by PSC, preliminary design requirements for project website also have been drafted, while press release, articles and banners have been issued during the project launch. The project had also participated in the 2nd Agro-industry International Investment Forum as a UNIDO PCP project.
- The Project Manager mission to conclude the site selection has been carried out to three potential sites. Formal request. Consultations were carried out with city administration officials, Amhara Entrepreneur Development Centre, SMEs and women fish traders for potential rehabilitation and development of marketing, processing and landing of the pre-selected sites.
- ASTU experts delivered preliminary layout and specifications for fishery technologies, including cage aquaculture line propositions along the costal lines of Lake Tana. Limnology data, depth measurements and observations have been carried out onshore Lake Tana. Final designs and Bill of Quantities are in progress.
- ASTU experts carried out knowledge and skill levels assessment on fisheries studies in Bahir Dar University College of agriculture to craft short term trainings for vocational trainers.
- Pilot trainers training have been carried out with UNIDO's recruited International Expert for 22 extension staff, experts, private sector, SMEs,

vocational trainers and researchers in Bahir Dar on potential value added products, food safety guidelines and fish product quality standards as well as quality certification and access to market.

- All required data gathering and assessment have been carried out in Bahir Dar and Addis to provide business plan and feasibility for the centre, delivery to progress.
- Assessment of catchment ecology, spawning and stock requirement of the water resources in the target area are undertaken.
- Four potential private sector and business partners have been identified in the areas of feed processing, gears manufacturing and input supply as well as in aquaculture business to involve into supply of inputs as well as investment collaboration.

Outlook for 2019

- To move forward as per action plan (see ongoing activities as per section above).
- Review and clearance of Terms of Reference for delivery of construction and visibility services as well as supply of equipment to FABDC.
- Develop FABDC strategy, endorsement of draft organizational structure and draft curriculum so to finalize selection of ToTs to stuff FABDC when completed.
- Organize one study-tour to Astrakhan, a fishery location in Russia located in the upper part of the Volga delta.
- Review and implement rehabilitation plan of existing women lead fish markets and processing facilities as well as an identified pilot fish landing site.

Amhara Dairy for Development (D4D) Programme

Project Objective

To create jobs in Amhara region through the upgrading of the livestock sector, addressing the dairy sub- sector.

Rationale

Improving the productivity from the dairy value chain will create jobs, reduce poverty and help stem irregular migration in the region. Beyond the impact on rural people, the transformation of the agro-food sector has the potential to impact positively on urban consumers through improved dairy products at more competitive prices.

Description

The inception phase of the 10-year GoE - UNIDO Dairy for Development (D4D) Programme was launched in mid- 2018 with an overall goal of reducing irregular migration in the country. The Ethiopian livestock sector and the related dairy industry has high potential given its human and livestock populations, but is challenged by low productivity with demand for milk, especially ready-to-drink milks, exceeding supply at certain times of the year leading to increasing imports. Conversely, at other times due to the approximately 200-day fasting periods, milk supply can exceed demand.

Milk is a strategic food commodity in Ethiopia. Per capital consumption of milk and dairy products is estimated at 20 litres of milk equivalent annually, about half Sub-Saharan Africa as whole. Dairy imports, chiefly milk powder, amounted to ETB 1.6 billion (USD 57.5 million) per annum over the decade to 2016, roughly equal to percent of consumption; possibly more than half the non-traditional dairy market.

As part of the UNIDO Country Partnership Programme for Ethiopia, and in response to the request to build capacity to upgrade the livestock value chain in Ethiopia, the D4D Programme has five components aimed at strengthening the dairy sector in Amhara region (see D4D roadmap).

- Establishing a dairy processing firm in an integrated agro-industrial park (IAIP);
- Establishing rural transformation centres (RTCs) for dairy collection and primary processing;
- Building the capacity of dairy sector producers;
- Dairy enabling environment;
- D4D Programme management and coordination.

The D4D Programme is supporting Ethiopia's own priorities for agriculture-based economic growth by strengthening the dairy value chain. It will complement initiatives in the country; linking them to the on-going downstream RTCs and IAIPs projects.

The inception phase is funded by the Austrian Development Agency. It will develop the D4D Programme in full wherein data and information for the full development of the five components will be collected, analysed and used with partners and stakeholders to craft detailed component work plans. The inception phase will also deliver a D4D trainers' training workshop and a pre-feasibility study for the proposed Bure dairy processing firm.

The D4D Programme contributes to the Second Growth and Transformation Plan for the period 2015-2020. In addition to the IAIPs and RTCs programme, D4D will coordinate with the Second Agricultural Growth Programme, the Agricultural Commercialization Cluster Programme and the Livestock Master Plan.

Main Achievements in 2018

- August: First inception team field technical mission to Amhara region, situation assessment, Federal and Amhara region dairy stakeholder meetings have been held.
- September: Preliminary Inception report was submitted with detailed component work plans and budgets.
- November: D4D inception/validation workshop was held in Bahir Dar on 22 November, 2018.
- December: Final inception report was submitted to UNIDO.

Outlook for 2019

- Solicitation for funds and implementation of the D4D Second Phase as planned in the Inception Report (IR).

Upgrading the livestock value chain in Ethiopia

Project Objectives

To prepare a livestock sector upgrading programme for a selected region in Ethiopia.

Rationale

Ethiopia has 59.5 million head of cattle and ranks first in Africa and fifth in the world in terms of livestock population. However, this potential is not adequately utilized, among other things, due to the limited capacity of value chain actors to upgrade the production system. This undermines the competitiveness of Ethiopia's meat products in the global markets. Ethiopia's global meat market share is negligible, with 1.3% on average, of which the share of beef export is 0.5 percent in 2015.

Description

The livestock sector development is one of the key priorities of the PCP Ethiopia and the GTP I & GTP II. The development of livestock industry has the potential to play an important role in Ethiopia's socio-economic development, particularly in pastoralist and agro-pastoralist areas. However, the key value chains based on cattle – red meat, dairy and leather – continue to face constraints that are hindering their growth and export potential.

In response, UNIDO is developing a large-scale programme to address the value chain red meat, dairy, and hides and leather sub-sectors in a selected region of Ethiopia. The programme is to be rolled-out phase by phase and the project "Upgrading the livestock value chain in Ethiopia" addresses only the initial phase of the programme. Activities under the initial phase will include the collection, collation and analysis of baseline data and information obtained from stakeholders; value chain analyses; benchmarking best experiences; establishment of project management and information sharing platform; inventory of all livestock sector- related projects or programmes and assessment of the technical capacity of counterpart institutions.

These activities will not only inform the programme document, but they are also concrete outputs and can be used to leverage additional development funds to support the development of the livestock sector in Ethiopia.

Main Achievements in 2018

- International workshop and technical expert study tour was organized in China;
- New technical cooperation project proposal (USD 2 million) was developed and endorsed by counterparts and pending final approval and fund release.
- General Administration of China (reassured partnership commitment for the joint implementation of the current and incoming livestock project.
- Chinese Academy of Agricultural Mechanization Science agreed to partner with UNIDO on dairy development project in Ethiopia.
- Draft livestock sector capacity development programme/strategy document prepared.

Outlook for 2019

- Create linkage with similar national and regional initiatives, particularly with IAIPs development;
- Establish a cattle/meat industry information sharing platform with the MoU for sharing information and coordinating actions pertaining to the development of the sector;
- Organize a high level meeting between UNIDO, the General Administration of China and the Ethiopian MoU in the first quarter of 2019 to endorse joint technical working group and action plan for 2019;
- Validation and endorsement of livestock sector capacity development strategy or programme document and action plan for incoming project to be funded by the South-South Cooperation Assistance Fund (SSCAF)

Second International Agro-Industry Investment Forum in Ethiopia

Project Objective

To highlight Ethiopia's favorable investment climate in agro-industry and allied sectors, promote specific investment opportunities in key light manufacturing sectors, and facilitate business linkages among international and national participants.

Rationale

The Second International Agro-Industry Investment Forum, held from 5 to 8 March 2018 in Addis Ababa, was co-organized by the Government of Ethiopia and UNIDO as a follow-up to the first forum held from 5 to 7 October 2016. The event was organized within the framework of the PCP Ethiopia, a multi-stakeholder partnership model launched in 2014 to support the country in achieving its industrial development goals, with a focus on the agro-food processing, leather and textile sectors.

Main Achievements in 2018

The forum featured a high-level opening, two full days of panel discussions covering topics from Ethiopia's investment climate to financing options, to specific opportunities in agro-food processing textiles and garments, leather and leather product sectors, and agro-industry allied sectors. It also highlighted investment opportunities in the four integrated agro-industrial parks being developed within the framework of PCP Ethiopia. The forum included an exhibition showcasing 80 booths, mostly representing domestic companies, institutions and supporting agencies. 11,000 contacts had been facilitated during the Forum.

In preparation for the event, UNIDO updated the directory of investment opportunities prepared for the first forum featuring 58 Ethiopian companies operating in the agro-food processing, textiles and leather sectors. The investment opportunity profiling exercise was concluded with MoTI delivering 168 investment project profiles and 25 enterprise benchmarking assessments.

A minimum of 45 formal business-to-business (B2B) meetings were arranged between Ethiopian companies and foreign investors over the course of the forum.

A total of 345 participants took part in organized field visits. Participants had a choice of four different destinations: the Bole Lemi Industrial Park, the Dukem Eastern Industrial Zone, Ethiopian Airlines cargo and the Ethiopian railway substation. They visited garment factories, shoe factories and a tile factory within the industrial parks.

Several agreements were also signed on the side-lines of the forum. UNIDO and the Chinese Academy of Agricultural Mechanization Sciences signed a MoU to work together to promote agro-industry development and technology transfer, including in PCP countries. The Government of Ethiopia signed an agreement with the China Africa Trade Investment Association and with three of its member companies to facilitate Chinese investment in Ethiopia, as well as an MoU with Buhler Limited, the Ethiopian Millers' Association and the African Milling School.

Outlook for 2019

A 3rd Investment Forum planned for October 2019 was postponed to 2020.

UNIDO Investment and Technology Promotion Office (ITPO) Tokyo Advisory Program in Ethiopia

Project Objectives

The main objective is to support countries in the region including Ethiopia in their efforts to achieve inclusive and sustainable industrial development by promoting foreign direct investment (FDI) and technology transfer from Japan through various activators.

Rationale

The Advisory Program provides Japanese enterprises and potential Japanese investors with professional consultancy services by way of information dissemination, arrangement of meetings with government agencies, support for match-making with local partners, and facilitation of visits to local companies.

Description

The program work hand-in-hand with Japanese potential companies and local partner companies in order to attract investment, partnerships, and technology transfer to each country. Besides, local government partner organizations such as investment promotion agencies, ministry of Trade and Industries, Ministry of Foreign Affairs offices, Small and Medium Enterprises development agencies and Chambers of Commences and sector associations are among the major institutions the advisory program works very closely for the attainment of its objectives.

In the Advisory Program, investment and technology promotion delegates are invited for a short-term stay (average 2 weeks) in Japan, to promote the delegate's country as a possible destination for Japanese investment or technology transfer. Promotional activities include country presentation seminars and business meetings where projects from the delegate's country are presented.

Main Achievements in 2018

- Provided consultancy services and sector specific relevant investment trade and technology related information to more than 60 existing and potential Japanese companies.
- Matchmaking activities with local enterprises have been conducted for 12 Japanese companies in Ethiopia.
- The Delegate program was conducted by inviting a representative from Ethiopian Investment commission who conducted discussions and company visits to more than 20 companies in Japan.
- Ethiopia's investment and trade potentials have been promoted to potential Japanese companies in Japan.
- Support and facilitation services have been addressed to Japanese companies who are operating in Ethiopia in investment, trade and technology promotion activities.
- Professional consultancy and support services have been provided to Japanese trading companies – existing and potential companies.

Outlook for 2019

In line with the overall objective of UNIDO ITPO Tokyo's regional advisory service in the Eastern part of Africa, the following activities are planned to be implemented in 2019:

- Providing efficient support to operational projects of Japanese companies in Ethiopia.
- Plan and carry out stronger support and facilitate activities of Japanese companies' projects which are under formation and those in the study phase.
- Strengthen the promotion of investment and trade; opportunities of Ethiopia to potential Japanese companies.
- Carryout technology promotion activities of selected Japanese technologies for the country.
- Organize and carry out the Ethiopian Delegate program in Japan.
- Organize Business/investment seminar where existing and potential Japanese companies can take part.
- Work very closely with private sector associations and investment promotion agencies in Ethiopia and facilitate Japanese companies' participation in the planned investment and business seminars/ exhibitions.
- Participate in national and international trade and investment seminars and forums.

- Strengthen work relationship with relevant local government offices, development partners and private sector associations in support of existing and potential Japanese companies.

Enhancing local capacity and promoting ultra-low head micro hydro power (ULH-MHP) technologies for productive uses in Ethiopia

Project Objectives

To promote Ultra-Low Head Micro Hydropower technologies for enhancing access to energy for productive uses and building local capacities in Ethiopia.

Rationale

Low-Carbon Low-Emission Clean Energy Technologies (LCETs) emerged as potential solutions that can address three key global challenges of energy poverty, jobs creation and climate change. UNIDO and the Ministry of Economy, Trade and Industry of Japan (METI) are implementing this collaborative global programme to promote the rapid deployment and dissemination of LCETs technologies through demonstration projects, capacity-building and knowledge management.

Description

The project aims to safe-guard the human and environmental health of the off-grid residences so as to enhance wellbeing and productivity. In practical terms, the project is to create employment through value addition of agricultural products using low carbon low emission green energy technology. Furthermore, increases irrigation schemes efficiency through energy production.

The project is under implementation in partnership with Federal Government of Ethiopian (GoE), state government of Oromia and UNIDO.

The project, with the following five components, is heading to its closure:

- Technology Demonstration;
- Productive Uses application - promoting energy for job creation and productive activities;
- Capacity Building and Business Model development - ensuring local ownership to address sustainability aspects;
- Knowledge Management – lessons-learned, best practices;
- Advocacy and inputs for the policy intervention for scaling up of innovative energy solution in Ethiopia.

Main Achievements in 2018

The project which was launched in 2014 is heading to its closure and is registering the following results:

- Mechanism for Project Execution established - A Project management unit is established at UNIDO Regional Office. The PMU through the leadership of UNIDO Regional Office and the project steering committee and the close engagement of the Technical Committee is monitored and evaluated to achieve its objective through, site visits, meetings and reports.
- ULH-MHP Technology demonstration site - A 10KW ULH-MHP with a 12.7KW PV plant is operationalized and is currently feeding energy into an elementary school, households and business in Enkulekeble. The power unit is managed by EnkuleBirka solar and MHP user's association and back stopped by Lecon Plc local representative of SBI and Ingrosec.
- Awareness and capacity building - Local capacity to plan, install and use ULH-MHP technology has been transferred through specialized onsite trainings and exposures to high and medium level energy and irrigation experts and the private sector. Along the way, parts of the ULH-MHP are manufactured locally and a local company and higher learning institute are engaged in the process of installation, testing and verification.
- Productive Uses of Energy - Based on the interest of the local community, the facts on the ground and its feasibility, a business plan for value addition of this technology use on onion and tomato, service provision for energy and water supply was identified. The business plan development is commissioned by UNIDO and funds for constructing the processing facility have been allocated by Oromia Bureau of water, mineral and energy. Furthermore, the bureau is financing the water and energy supply to the processing plant and community.
- To own and operate the energy system and the agro processing plant a user's cooperative/ association is established and operationalized.

Outlook for 2019

Referring to the original objective and plan of the project, the following issues are considered as outstanding and will be implemented in 2019:

- Improvement on trash trap and management.
- Facilitation of the construction of the Agro processing plant.
- Implementation of business plans.
- Finalizing the House to house electrification and community water supply system establishment.
- Handing over the system to users.
- Strengthening the ownership structure / entity.
- Reinforcing of a networking and capacity building hub for ULH-MHP.
- Promotion of the ULH-MHP at a national level for all sectors players with the objective of scaling-up.
- Establishment of monitoring and evaluation system.
- Facilitation of cooperative capacity building in technical and financial management.

Improving public health by solar-powered water sanitation systems in Ethiopia

Project Objectives

The overall objective of the project is to improve water supply, public health and general environmental quality by introducing an innovative Japanese water sanitation technology. This technology which utilizes environmentally friendly slow sand filtration and photovoltaic electricity generating system. Thus, is

- to provide clean water through solar powered water purification technology
- to develop technical capacity of the community to independently operate the system & improve awareness on public health

Rationale

The threatening climate induced water shortage in Ethiopia is adding up to the problem indicating the necessity for a climate resilient water sanitation and supply. An Innovative water purification technologies have emerged as potential solutions to the challenges at hand and promote social equality and economic growth and have further positive externalities: health cost- effectiveness, safety and security, less water pollution, greater dignity and equality between men and women, nutrient reuse, tourism, and business, etc.

Description

The project is intended to provide an option to address the potable water need of the off-grid community (especially those residing near and around the rural primary collection and aggregating centres).

The overall project objective will be achieved through technology demonstration, removal of existing barriers in access to information and technical knowledge, capacity building to better absorb and domestically replicate such technologies, knowledge management activities, identification of viable, innovative and suitable business models. The project expected outcomes are:

1. Provision of clean water through solar-powered water sanitation system
2. Develop technical capacity of the community to independently operate the water sanitation system and improve awareness on public health

Main Achievements in 2018

- Project Management Unit is established.
- Appropriate technology is identified.
- An inception workshop is organized in the presence of State Minister MoWIE HE Negash Wegasho and dignitaries from the Embassy of Japan and UNIDO.
- A feasibility study is conducted in selected regions for water treatment plant installation.

Outlook for 2019

- Identify suitable location and Install the Solar powered water purification technology.
- Conduct awareness raising and capacity building activities of the technology for an off-grid setting.
- Facilitate establishment of the ownership structure.
- Handover the treatment plant to the end users
- Training Institute for Commercial Vehicle Drivers in Ethiopia: a private public partnership project to support specialized skills development in Ethiopia

Training Institute for Commercial Vehicle Drivers in Ethiopia: a private public partnership project to support specialized skills development in Ethiopia

Project Objectives

- Provide youth (women and men) with skills that will enable them secure long-term sustainable income
- Help strengthen professional commercial vehicle drivers training in the country to meet the increasing demand of the transport, construction, agriculture and mining industries (private sector).
- Support the efforts of the government to scale-up the experience of demand driven, vocational training and review policies accordingly

Rationale

Pushed by the rapidly growing economy, demand for new commercial vehicles and skilled drivers will increase sharply in Ethiopia in the near future. The commercialization of agriculture, fast increasing quantity of trade, mining, housing, roads, airports construction and the ongoing and planned mega-projects of dams, irrigation schemes construction are helping to drive economic growth. However, with expansive territories to cover, and long handling chains between farmers in rural areas and processors in urban areas, high post-harvest losses are common. Efficient transport is important in reducing such losses and professionally trained drivers are key to efficient transport.

As a land-locked country with a population of close to 100 million, limited and dysfunctional rail infrastructure totaling 681 kilometers (km) and 18 airports with paved runways, Ethiopia is highly dependent on road transport for the movement of passengers and freight.

With 65 fatalities per 10,000 vehicles, Ethiopia has one of the highest fatality rates per vehicle in the world. The majority of accidents are attributed to limited driving skills. The government plans to reduce this rate to 27 per 10,000 vehicles by the end of the GTP II in 2020.

Description

With the view of alleviating the above mentioned challenges UNIDO has partnered with Selam Children's Village, Swedish International Development Cooperation Agency (SIDA), Volvo Group and Federal Transport Authority to support the establishment of a Commercial Vehicles Drivers Training academy in Ethiopia. This will provide an important step in meeting the demand of private sector transport companies in the country. The project aims at creating productive employment opportunities for Ethiopian youth in commercial vehicle driving and improving the shortage of skilled labor in the transport industry. The project will contribute toward reducing the alarming numbers of road traffic accidents in the country that is leading to an increasing loss of life and property.

The training school will provide up to two years of training for up to 40 regular trainees annually. It will also undertake short term modular training for at least 480 drivers annually from different companies around the country. The revenue generated from the fees charged for the short-term modular training will be an important contribution to making the school financially sustainable.

Main Achievements in 2018

During the reported period, much of the project activities have been focused on finalizing activities that are vital for the launching of the training academy and starting of the commercial vehicle driver trainings. In particular, the following points have been achieved:

- Various training equipment were acquired for the training academy including simulators, trucks and a Passenger bus.
- A building in which classrooms for theoretical teaching and a room for simulator training was identified and rehabilitation works are underway.
- Training ground for practical vehicle driving was acquired from Selam and construction is in progress.
- New curriculum modules were developed and waiting for approval by relevant authorities.
- Occupational standard, an assessment tools and teaching and learning materials were developed.
- Highly skilled trainers were recruited and passed through training of trainer courses.

Outlook for 2019

- A training institute for Commercial Vehicles Drivers is established and operational.
- Trainers in CVD are trained to deliver up-to-date training.
- Young trainees (40 women and men) are enrolled in the training program, graduate as CVDs and obtain gainful employment opportunities.
- In addition, at least 480 drivers from different transport companies will participate in a skills upgrading program.
- Reduced road traffic accidents by introducing mandatory road safety training.
- Experience of the PPDP training institute is incorporated in the national framework in vocational schools and truck drivers' schools.
- HIV prevalence rate reduced among the truck drivers.

Stemming Irregular Migration in Northern and Central Ethiopia - SINCE

Project Objectives

To contribute to reducing irregular migration from Northern and Central Ethiopia by improving the living conditions of the most vulnerable population, including potential migrants and returnees with specific focus on youth and women.

To create greater economic and employment opportunities by establishing inclusive economic programmes that create employment opportunities (especially for young people and women with a focus on rural towns and urban areas of Addis Ababa and the most migration-prone regions of Ethiopia - Amhara, Tigray, Oromia, SNNPR) including vocational training, support of micro and small enterprises and start-up of small livelihood activities. Some actions will in particular support returnees once they have returned to their places of origin.

Rationale

The SINCE Programme stems from the Valletta Action Plan and is financed under the European Union Emergency Trust Fund for Africa (EU Trust Fund) addressing the root causes of irregular migration and displacement in Africa and is managed by the Embassy of Italy in Addis Ababa in the quality of Contracting Authority.

SINCE is aligned with key Ethiopian flagship programmes among which the Agricultural Growth Programme II, the Education Sector Development Programme and of course the GTP II. In this prospect, SINCE intends to foster a more inclusive economic environment across the region and to create a more conducive environment for migrants return and reintegration by enhancing the living conditions of potential migrants and returnees through the reinforcement of existing value chains and cluster of enterprises, on the job training and capacity development of the target population in the main migrant prone woredas and regions of the country and in particular in rural towns and urban areas in Northern and Central Ethiopia.

Description

The Contracting Authority (Embassy of Italy) and UNIDO, work within an overall framework to implement the EU's international cooperation and development assistance based on the following principles underlying the monitoring, reporting and evaluation chain with respect to the implementation of EUTF SINCE Programme, requiring an organised flow of information that serves management, accountability and learning purposes, in particular:

- (i) Information on the performance of EUTF SINCE projects throughout their implementation and on their results at output and direct outcome levels through monitoring and reporting on implementation as well as more in-depth assessment of implementation issues through project monitoring missions and evaluations where and when needed.
- (ii) In-depth assessment of both results at outcome and impact levels, and of sustainability of the projects and programmes and their value ad, through individual final or ex-post project evaluations to take place at the end of or after project implementation.
- (iii) In-depth assessment of regional, zonal, woreda and thematic strategies and of instruments through strategic evaluations.

Main Achievements in 2018

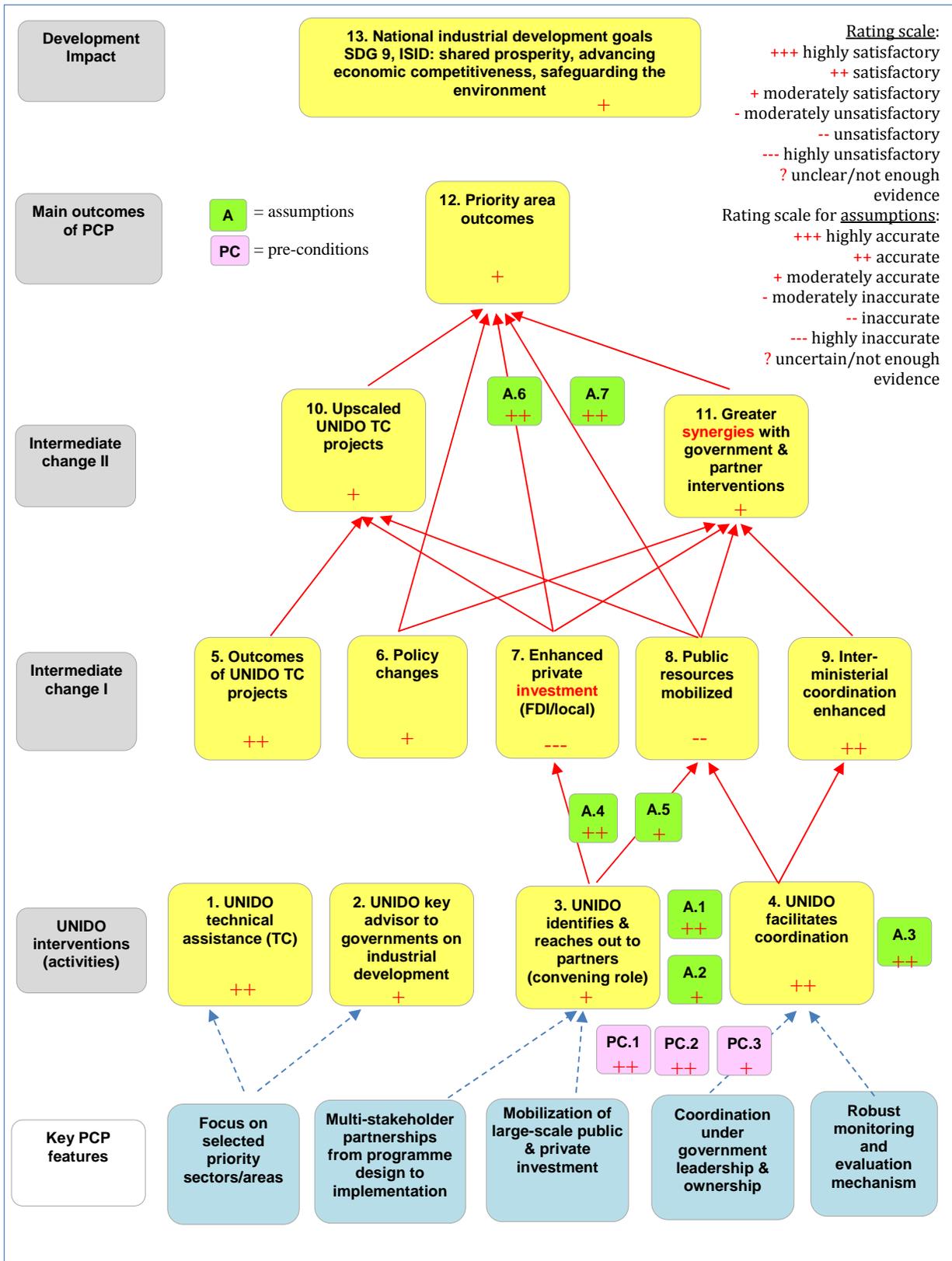
- Setup of the entire Programme Monitoring System has been achieved.
- Setup of Gender Monitoring System has been achieved.
- The Programme was supported with over 18 Monitoring Missions.
- Synergies have been built with UNIDO Textile Project in Mekelle to train and facilitate job access to 400 women within the 18 – 25 age group.
- Synergies have been built with IOM in support of returnees in Amhara Region coinciding with the same woredas of intervention of SINCE Programme.
- Outlook for 2019
- Ensure full fledge of SINCE Programme through UNIDO's Monitoring mandate.
- Technically support the 26 implementing partners with respect to their targeted value chains (Metal Works, Textile, Leather, Construction and Agri-business),
- Provide technical support to the Embassy in Italy in Addis Ababa in

- monitoring the Programme.
- Supervise the IPs in ensuring that 8200 direct beneficiaries' access waged employment

Annex 10: Country mapping of PCP activities



Annex 11: PCP Generic Theory of Change (from PCP Mid-term evaluation)



Annex 12: Reference documents (tentative list)

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