



Terms of Reference (TOR)

External Evaluation of UNCTAD's Development Account 7th Tranche Project: "Enhancing the capacities of landlocked developing countries to attract FDI for the development and modernization of productive capacities"

1. Introduction and Purpose

The project implemented by the United Nations Conference on Trade and Development (UNCTAD), entitled: "Enhancing the capacities of landlocked developing countries to attract FDI for the development and modernization of productive capacities" operationally completed in 2014. In compliance with the requirements of the Development Account, the project will need to undergo an external evaluation.

This evaluation should assess, systematically and objectively, the project framework and design, project management, and project performance including lessons learned and challenges and opportunities identified in the course of implementation. The evaluation should provide information that is objective, useful, and practical, and make constructive and forward-looking recommendations in order to strengthen the work of UNCTAD in landlocked developing countries (LLDCs).

The primary audiences of the evaluation report are UNCTAD management and programme officers, the Capacity Development Office/Development Account of DESA project beneficiaries, UNCTAD's member States and other stakeholders.

2. Project background

Most landlocked developing countries (LLDCs) have underperformed in terms of economic growth and development since the 1990s. This underperformance resulted in a declining GDP per capita for this group of countries during the period 2003-2010. The impact of the 2008-2009 global financial and economic crises have further worsened the development prospects of most LLDCs through, inter alia, a steep fall in international trade, a rise in protectionism, a substantive decline in remittances, a noticeable contraction in foreign direct investment (FDI) (down 17 percent between 2008 and 2009) and a heightened risk of a reduction in official development assistance (ODA). As a consequence, LLDCs have to cope with slower economic growth which translates into rising poverty levels and an increasing risk of missing critical MDG targets, particularly with regard to eradicating poverty and achieving full and productive employment and decent work for all.

Furthermore, the current level of productive capacities in LLDCs, i.e. existing productive resources, entrepreneurial capabilities and production linkages, is insufficient and lacks the capability to generate the momentum for sustained economic change on its own. Foreign direct investment (FDI) can compensate for insufficient local factor dynamism.

In LLDC where access to financing, technology or human capital is lacking, FDI can make a difference in terms of accelerated development and poverty reduction through transfers of technology and business processes, knowledge of export markets and non-debt creating transfers of capital. FDI can also play a key role in providing the infrastructure (transport, utilities, and telecommunications) that underpins most economic activities, freeing scarce government resources for investment in education, health and other basic infrastructure.

Against the above-mentioned background, the project aims at enhancing the national capacities of selected landlocked developing countries (LLDCs) in East Africa (Burundi, Rwanda, Uganda), West Africa (Burkina Faso, Mali, Niger) and Asia (Bhutan, Lao PDR, Mongolia and Nepal) to attract larger and more diversified foreign direct investment (FDI) inflows for the development and modernization of productive capacities commensurate with the developmental needs of LLDCs and taking into account their specific geographical situation, including through enhanced awareness and sharing of best practices.

2.1. The expected accomplishments of the project are as follows:

EA1: Improved capacity of LLDC policy-makers and investment practitioners, as well as relevant institutions, to design policies and practical measures to attract FDI needed for the development and modernization of productive capacities in LLDCs in line with national development priorities

EA2: Improved availability of practical, credible, neutral and user-friendly information on investment opportunities in LLDCs, both at the national and regional levels.

2.2. Project Activities

The main activities of the project include: (a) Undertaking research and fact-finding in beneficiary countries in partnership with designated national and regional investment promotion agencies and relevant ministries; (b) Preparing Regional Investment Guides in consultation with national and regional investment promotion agencies; (c) Organizing three regional workshops in collaboration with counterpart national and regional agencies. The workshops are aimed at seeking comments from all stakeholders and validating the guides; sharing best practices among the participating investment promotion agencies, relevant policy-makers, investment practitioners and other stakeholders on how best to attract and benefit from FDI; and developing domestic capacities to attract and benefit from FDI; d) Organizing events aimed at promoting field investment promotion and facilitating the participation of stakeholders from beneficiary countries in such events.

The implementation of the project started in July 2011 and was completed in 2014.

It should be noted that the project activities were modified during the project in order to better reach the Expected Accomplishments. Some Beneficiary countries have been dropped in the process while some others have been included. Also, the end product of the project, which was paper-based Investment Guide in the initial phase of the project has to be replaced by Internet-based Investment Guides (iGuides) during the last phase of the project

3. Scope of the Evaluation

The evaluation will consider all activities that have been implemented under this project that were financed from the Development Account. It should examine primarily the project design and its logical framework, with the analysis of project management and lessons learned as well as challenges and opportunities identified. More specifically, the evaluation should address the following issues:

a) *Relevance*

- Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the beneficiaries, taking into account UNCTAD's mandates, and alignment with the objectives of the Development Account;
- Whether the actual activities and outputs of the project were consistent with the overall goals and intended outcomes;
- What is UNCTAD comparative advantage in this area

b) *Effectiveness*

- To what extent has the project contributed to the objective of having improved the capacities of policy makers and investment practitioners to design policies and practical measures to attract FDI in selected LLDCs for the modernization of their productive capacities ;
- Whether the project has contributed to improved availability of practical, credible neutral and user-friendly information on investment opportunities in the selected LLDCs
- What were the main factors (exogenous or internal) influencing the outcomes of this project, either negatively or positively;
- Whether there is initial evidence that the beneficiaries' capacity in achieving the expected accomplishments has been enhanced;
- To what extent are project stakeholders satisfied with the outcomes of the project? Has there been any follow up?

c) *Efficiency*

- Have resources and funds been used efficiently, leveraging in-house expertise and multi-divisional cooperation, outcome of previous research and technical cooperation outputs, existing databases, and other resources both internal and external to the project to optimize the project outcomes;
- Have the project activities been delivered in a timely manner; is there room for improvement in planning and implementing such project?
- Have possible constraints/problems encountered during project implementation been addressed in the most appropriate manner taking into account changes in activities that were made during the project;

d) *Sustainability*

- Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether and how the beneficiary country stakeholders were involved in the design and implementation of the project;
- To what extent has the project catalyzed further support or generated ownership at the national level?

e) *Gender aspect*

- To what extent the design and implementation of the project incorporated gender concerns, and can outcomes be identified in this regard?

4. Deliverables and Expected Output

The evaluation, on the basis of its findings and assessments made on the above criteria, should draw conclusions, make recommendations and identify lessons learned from the implementation of this project.

More specifically, the evaluation should:

- Highlight what are the lessons to be learned or best practices to be promoted for similar projects including the synergies generated through collaboration with other UNCTAD divisions and other international organizations;
- Indicate shortcomings and constraints in the project design and implementation while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action (if applicable), including those addressed to UNCTAD management and UNDA Office;
- Make pragmatic recommendations to suggest how UNCTAD's work in this area can be strengthened. In particular, if appropriate, the evaluator should include recommendations on how the logframe could be improved for future similar projects.

Three deliverables are expected out of this evaluation:

- 1) An inception report¹;
- 2) A first draft evaluation report; and
- 3) The final evaluation report².

The inception report should outline the evaluator's understanding of the issues under evaluation including an evaluation framework, and a detailed work plan with the timeframe. The evaluation framework should include a matrix relating evaluation issues and questions to evaluation criteria, indicators, sources of information and methods of data collection.

The draft report should be presented to the Evaluation and Monitoring Unit and relevant stakeholders for quality assurance and factual corrections, if any.

The final output of the evaluation is a report that must compose below key elements:

- 1) Executive summary (maximum 2 pages);
- 2) Introduction of the evaluation background and a brief description of the project, the budget utilization and the planned and actual project activities and outputs;
- 3) A clear description of the methodology used;
- 4) Findings and assessments according to the criteria listed in Section 3 of this ToR;
- 5) Conclusions and recommendations drawn from the assessments.

In the evaluation report, all the assessments made must be supported by facts and findings,

¹ Quality of the inception report should meet those set out in UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports:

http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608

² Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

direct or indirect evidence, and/or well-substantiated logic. It follows that all the recommendations made should be supported by the assessments made.

The evaluator is required to submit a separate final list of those interviewed or surveyed, for the record. If necessary, the report may be accompanied by a supplement including supporting materials. If English is not the native language of the evaluator, he/ she is requested to ensure that the final report be copy edited before submission to UNCTAD.

5. Methodology

The evaluator must use a mixed-method approach to triangulate all available data sources to reach conclusions and findings. Such evaluation methodology may include but is not limited to the following:

- Review of relevant project documents and relevant materials designed for this project;
- Interviews with relevant UNCTAD staff, and implementation partners involved in this project;
- Telephone interviews with a sample of representatives of all beneficiary countries of the project, and other relevant stakeholders*;
- Surveys of beneficiaries of the project, and other stakeholders, as may be required; conduct follow-up interviews as may be necessary;
- Analysis of the data collected.

Note:

*: *The evaluator needs to make himself/ herself available for data collection activities in April and/or May 2015 to conduct interviews in Geneva (to be confirmed) and in a selected beneficiary country.*

All relevant materials will be provided to the evaluator including but not limited to: Project documents and reports; progress reports; self-assessment questionnaires and reports; publications, documents and/or reports produced through the project; material used for activities; training materials; online database; budget and expenditure report; list of beneficiaries and workshop/ seminar participants, counterparts and resource persons; existing feedback (assessments, letters, surveys, etc.).

6. Description of Duties

The evaluator reports to the Chief of the Evaluation and Monitoring Unit. He or she will undertake the evaluation exercise under the guidance of the Evaluation and Monitoring Unit and in coordination with the project manager. The evaluator will be responsible for the evaluation design, data collection, assessment and reporting. The evaluator must take full responsibility for the contents of the report generated and ensure its independence and accuracy.

The evaluator should observe the United Nations Evaluation Group (UNEG) guidelines, standards³, and norms⁴ for evaluations in the UN system, as well as UNCTAD's Evaluation Policy⁵, in the conduct of this assignment.

³ "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005), http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22;

⁴ "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005), http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21;

⁵ "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011, http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf.

7. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place between 1 May and 30 June 2015.

Activity	Days
Desk research and study of relevant documentation	5 days
Preparation of data collection tools and inception report	2 days
Interviews with key project staff and skype interviews with selected beneficiaries	5 days
Field mission to conduct face-to-face interviews with project beneficiaries in a selected country	3 days
Data analysis and draft report write up	5 days
Final report write up	2 days

8. Monitoring and Progress Control

The evaluator must keep the Evaluation and Monitoring Unit informed of the progress made in the evaluation on a regular basis. The evaluator will also present the draft report to the Evaluation and Monitoring Unit and the project manager before the final submission, giving sufficient time for the verification of factual findings as well as its compliance with the ToR). To this end, a draft of the report must be presented by 15 June for verification by the Evaluation and Monitoring Unit and the project manager, before submission of the final report.

The deadline for submission of the final report will be 29 June, 2015.

9. Qualifications and Experience ⁶

- **Education:** Advanced university degree in economics, trade, development, public administration or related field.
- **Experience:** At least 5 years of experience in conducting evaluations, preferably interventions in the areas of trade or investment-related technical assistance or capacity building.
- **Demonstrated knowledge** of foreign direct investment and development from the perspective of landlocked developing countries (LLDCs) issues is preferred.
- **Knowledge** about Internet-based information portals is desirable
- **Language:** Fluency in oral and written English. Ability to communicate in official languages in beneficiary countries of the project under evaluation is an advantage.

10. Conditions of Service

The evaluator will serve under a consultancy contract as detailed in the applicable United Nations rules and regulations. The evaluator will not be considered as staff member or official of the United Nations, but shall abide by the relevant standards of conduct. The United Nations is entitled to all intellectual property and other proprietary rights deriving from this exercise.

⁶ The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs.

11. Applying for the consultancy

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:

- Cover letter stating why you are suited for this work, your available start date and work experience, especially evaluation experience;
- Detailed CV

A sample of a recent evaluation report should be submitted.

Applications with the above details should be sent to evaluation@unctad.org

The deadline for submitting the applications is Wednesday, 22 April 2015. UNCTAD reserves the right to close the application before the indicated date if a suitable candidate is found.

Annex 1.

Template of evaluation report

- I. Executive summary**
 - Not more than three pages focusing on the evaluation approach and the key findings and recommendations
- II. Introduction**
 - Information on the evaluation: why, when, by whom, etc.
 - Description of methodology employed including information sources and availability of information
 - Project summary (including project structure, objectives, counterparts, timing, cost, etc)
- III. Project context and planning**
 - Project identification (stakeholder involvement, needs of target groups analysed, depth of analysis, etc.)
 - Project formulation (stakeholder involvement, quality of project document, coherence of intervention logic, etc.)
 - Description of the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes)
 - Positioning of the project (other initiatives of government, other donors, private sector, etc.)
- IV. Project Implementation**
 - Financial implementation (overview of expenditures, changes in approach reflected by budget revisions, counterpart organisation(s), project partners, etc.)
 - Management (in particular monitoring, adaptation to changed circumstances, etc.)
 - Outputs (inputs used and activities carried out to produce project outputs)
 - Outcome, impact (what changes at the level of target groups could be observed, refer to outcome indicators in prodoc)
- V. Assessment**
 - Relevance;
 - Efficiency
 - Effectiveness
 - Sustainability
- VI. Conclusions**
- VII. Recommendations**
 - Recommendations must be based on evaluation findings
- VIII. Lessons learned**
 - Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

