



## Terms of Reference (TOR)

### External Evaluation of Development Account Project 1213K - Capacity-building for the formulation and implementation of MDG-oriented trade policies in developing countries contributing to accelerating achievement of MDGs in the context of multiple and interrelated development challenges

#### 1. Introduction and Purpose

The project implemented by the United Nations Conference on Trade and Development (UNCTAD), entitled: “Capacity-building for the formulation and implementation of MDG-oriented trade policies in developing countries contributing to accelerating achievement of MDGs in the context of multiple and interrelated development challenges” will be completed by September 2016. In compliance with the requirements of the United Nations Development Account, which supports this project, the project will undergo an external terminal evaluation.

This evaluation should assess, systematically and objectively, project design, project management, and project performance. The evaluation should provide both assessments that are credible and useful, and also practical and constructive recommendations, in order to enhance the work of UNCTAD in this area.

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

#### 2. Project Background

Following the global crisis, many developing countries are reexamining their own best-fit and integrated trade policy frameworks, institutions and regulations at the national levels that can be tailored to their specific development situation and productive capacities, aligning with national development goals and the Millennium Development Goals.

The overall objective of the project is to enhance coherence, inclusiveness and Millennium Development Goal-orientation in trade policy frameworks that are best-fit to national economic needs and more resilient and adaptable to multiple crisis environment.

The expected accomplishments of the project are as follows:

**EA 1:** Increased levels of understanding of the trade policy community in the targeted countries of the contribution of trade to economic recovery, growth and sustainable development in a post-crisis period;

**EA 2:** Increased capacities of policymakers in analyzing the impact of trade on economic recovery and development, including the potential contribution of key products and services sectors;

**EA 3:** A selected number of developing countries having elaborated and validated, including through multi-stakeholder consultative process, a comprehensive trade policy framework that ensures

policy coherence with other measures that support inclusive and sustainable development.

Main activities of the project include: (a). Prepare 8 comprehensive trade policy frameworks in selected countries; (b). Conduct 8 national workshops to discuss and validate the 8 trade policy frameworks; (c). Conduct two interregional workshops to share lessons learned and the findings and recommendations of the trade policies, and exchange experience on best practices in development-centered trade policies; (d). Provide advisory services to build capacities of policy makers in trade policy analysis and development; (e). Conduct training on development-oriented trade policy formulation and implementation in 8 developing countries for policymakers, trade negotiators, the business community, academia and civil society.

The project started in 2013 and is expected to be completed by the end of September 2016. Jamaica, Tunisia, Zambia, Angola, Namibia, Botswana, Dominican Republic, and Panama are the eight countries that benefited directly from UNCTAD's technical assistance. Several other countries have also benefited from the project.

### **3. Scope of the Evaluation**

The evaluation will consider the results achieved under the project and should address the following issues:

#### **a) *Relevance***

- Whether the project design, choice of activities and deliverables have properly reflected and addressed the primary development needs of the developing countries, 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's comparative advantage in this area?

#### **b) *Effectiveness***

- Whether the activities have achieved, or are likely to achieve planned objectives as enunciated in the project document?
- To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs? How have the different activities complemented each other in the capacity building of the project beneficiaries?
- Were there initial evidences that the beneficiaries' awareness, understanding and skills to develop MDGs-oriented trade policies have been improved or enhanced?
- What were the main factors influencing the project activities and outcomes of this project, either negatively or positively; what are the lessons to be learned or best practices to be promoted for similar future interventions?
- Were there major deviations from the project plan in carrying out the planned activities or using resources? If so, how have such deviations served the overall objective of the project?

#### **c) *Efficiency***

- Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcome in a timely and cost-effective manner?
- Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms as mentioned in the project plan?
- Has the project timeline been affected by possible constraints/ problems encountered during project implementation? If so, have they been addressed in an appropriate manner?

**d) Sustainability**

- What is the evidence that the outcomes and benefits of the project will be sustained following the completion of the project? Does this require additional resource? If so, how has this issue been addressed?
- To what extent have project beneficiaries' institutional capacities been enhanced?
- Whether the activities and outputs have been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership?
- Have efforts been made to sustain the knowledge, research and field test results gained in the project for future similar interventions to be carried out by UNCTAD?

**e) Mainstreaming of Gender**

- To what extent the design and implementation of the project incorporated gender equality, and can evidence be identified in this regard?
- How have the beneficiaries been sensitized on the gender dimension of trade policies and their impact on gender equality?

#### **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 the project.

More specifically, the evaluation should:

- Highlight what has been successful and can be replicated elsewhere;
- Indicate shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action;
- Make pragmatic recommendations to suggest how UNCTAD's work in this area can be strengthened in order to deliver better results in addressing beneficiaries' needs and create synergies through collaboration with other UNCTAD divisions, international organizations and development partners, and other international forums;
- Draw lessons of wider application for the replication of the experience gained in this project in other projects/countries;
- Conduct a country case study to provide in-depth assessment of the project's performance in a particular country.

Three deliverables are expected out of this evaluation:

- 1) An inception report<sup>1</sup>;
- 2) A draft evaluation report; and
- 3) The final evaluation report<sup>2</sup>.

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

The first draft report should be presented to the Evaluation and Monitoring Unit and relevant

---

<sup>1</sup> 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](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608)

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

stakeholders for quality assurance and factual corrections at least 3 weeks before the deadline for the submission of the final report.

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

- 1) Executive summary (maximum 3 pages);
- 2) Introduction of the evaluation, a brief description of the projects, the scope of the evaluation and a clear description of the methodology used;
- 3) Findings and assessments according to the criteria listed in Section 3 of this ToR, with a comparison table of planned and implemented project activities and outputs;
- 4) Conclusions and recommendations drawn from the assessments.

The evaluation report should follow the structure given in Annex 1.

In the evaluation report, all the assessments made must be supported by facts and findings, direct or indirect evidence, and well-substantiated logic. It follows that all the recommendations made should be supported by the assessments made. Relevant, specific, practical, actionable, and time-bound recommendations are highly appreciated.

The evaluator is required to submit a separate final list of those interviewed, for the record. The evaluator is strongly encouraged to choose the interviewees with a wide representation of stakeholders, bearing in mind the need to ensure those in a disadvantaged or minority position could also have their voice heard and contribute to the evaluation as appropriate. 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 mixed sources of information and mixed methods to triangulate all available data to draw conclusions and findings. Such evaluation methodology includes but is not limited to the following:

- Desk review of project documents and relevant materials;
- Face-to-face interview and/ or telephone interviews with relevant UNCTAD staff;
- Online surveys of beneficiaries of the project, and other stakeholders, as may be required\*; conduct follow-up interviews as may be necessary;
- Telephone/skype interviews\*\* with a balanced sample of project participants, project partners and other relevant stakeholders.

Note:

\*: *The project office would provide the support to translate the English version of the survey questionnaire to the languages of the beneficiary countries (Spanish speaking countries in this case), as may be requested and to the extent possible, but the evaluator decides on the final text of the survey. The evaluator is required to use advanced online survey tools such as surveymonkey and fluidsurveys to send the surveys to all project stakeholders, instead of using manual way of collecting feedback using Word or Excel sheets.*

\*\* : *The cost of doing so is included in the contract fee.*

Relevant materials will be provided to the evaluator including but not limited to:

Project document; mission reports; progress reports, publications, documents and/or reports produced through the project, material used for activities; resource-use information; list of beneficiaries and workshop/meeting participants, counterparts and resource persons; existing feedback (e.g., assessments, letters, surveys).

## 6. Description of Duties

The selection of the evaluator and recruitment of the evaluator rests with the Evaluation and Monitoring Unit (EMU). The evaluator reports to the Chief of EMU. 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 as provided in this TOR. 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, standards<sup>3</sup>, and norms<sup>4</sup> for evaluations in the UN system, as well as UNCTAD's Evaluation Policy<sup>5</sup>, in the conduct of this assignment. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.<sup>6</sup> The evaluator needs to ensure a complete, fair, engaging, unreserved, and unbiased assessment. In case of difficulties, uncertainties or concern in the conduct of the evaluation, the evaluator needs to report immediately to the Chief of EMU to seek guidance or clarification.

The project team will support the evaluation, by providing all relevant documents and project expense reports as may be required for the evaluation, and providing logistical support needed for data collection to the extent possible, and make necessary follow-up to the extent possible when the data sample falls short of expected number that would affect negatively data triangulation. It's the responsibility of the project manager to ensure senior management engagement throughout the evaluation and timely feedback in the quality assurance and factual clarification process coordinated by the EMU.

## 7. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place from mid-October to December 2016.

---

<sup>3</sup> "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22);

<sup>4</sup> "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21);

<sup>5</sup> "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011. December 2011, [http://unctad.org/Sections/edm\\_dir/docs/osg\\_EvaluationPolicy2011\\_en.pdf](http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf).

<sup>6</sup> "Integrating human rights and gender equality in evaluations" by UNEG, UNEG Guidance Document (2014): <http://www.unevaluation.org/document/detail/1616>. The UNEG Handbook on "Integrating human rights and gender equality in evaluations: Towards UNEG Guidance" by UNEG, UNEG Guidance Document (2011): <http://www.uneval.org/document/detail/980>.

Activity	Days
Desk research and study of relevant documentation	3 days
Preparation of data collection tools and inception report	4 days
Interviews with UNCTAD staff and implementation partners	2 days
Other interviews with project participants, focal points and other stakeholders	4 days
Data analysis and draft report write up	6 days
Final report write up	3 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 (approximately 1 week). To this end, a draft of the report must be presented by 10 December, 2016 for quality assurance by the Evaluation and Monitoring Unit and factual clarification by the project manager, before submission of the final report.

The deadline for submission of the final report will be 22 December, 2016.

The contract concludes, and payment issued, upon satisfactory receipt of the final report.

## 9. Qualifications and Experience <sup>7</sup>

- **Education:** Advanced university degree in economics, trade, development, public administration or related field.
- **Experience:** At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of trade related technical assistance and capacity building. Demonstrated knowledge of trade and sustainable development issues is required. Experience in gender mainstreaming is desirable.
- **Language:** Fluency in oral and written English. Ability to communicate in official languages of beneficiary countries and regions 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.

## 11. Payment of the consultancy fee

The Evaluation Consultant's fee will be paid in line with the following schedule and upon acceptance (part of the quality assurance process) by EMU of the key deliverables:

---

<sup>7</sup> 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.

- Upon acceptance of the inception report: 20%
- Upon acceptance of the draft Evaluation Report: 40%
- Upon acceptance of the final Evaluation Report: 40%.

## **12. 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](mailto:evaluation@unctad.org)

**The deadline for submitting the applications is Tuesday, 23 August 2016.** 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 project document)

#### **V. Assessment**

- Relevance
- Effectiveness
- Efficiency
- Sustainability
- Mainstreaming of gender

#### **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