



Terms of Reference (TOR)

External Evaluation of Development Account Project 1213N - Building National Capacities for Promoting Foreign Direct Investment in Green and Other Growth Sectors

1. Introduction and Purpose

The project implemented by the United Nations Conference on Trade and Development (UNCTAD), entitled: “Building National Capacities for Promoting Foreign Direct Investment in Green and Other Growth Sectors” will be completed during the first half of 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, the 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. Background

Foreign direct investment (FDI) has become an engine of economic growth in many developing countries. Even in least developed countries (LDCs), FDI inflows have overtaken bilateral official development aid (ODA) since 2005 and contribute to production activities which generate most needed employment opportunities and income, and also bring new technologies, technical skills, management practices and market access. However, the 2008 financial and economic crisis not only disrupted global FDI flows, but also profoundly impacted the operation of multinational enterprises (MNEs), giving rise to changing patterns of global FDI flows. The challenge above all for the development community, and LDCs in particular, will be to make investment work towards achieving sustainable growth and meeting the challenge set by the Millennium Development Goals and the newly adopted Sustainable Development Goals. This project is designed as a direct response to the demand raised by UNCTAD member country investment promotion agencies (IPAs) for guidance, advice and training on how to react to the emerging challenges and opportunities. It aims to enable beneficiaries to capitalize on changing global trends, such as emerging investment opportunities in green and other fast-growing sectors, and rising FDI flows to and from developing countries (South-South FDI flows).

The overall objective of the project is to strengthen the capacities of developing countries to attract and benefit from FDI in green and other growth sectors in order to create employment, promote agricultural development and reduce poverty. Special emphasis will be given to attraction of green FDI to developing countries, for example in renewable energy, sustainable agriculture and more energy efficient production.

The expected accomplishments of the project are as follows:

EA 1: Increased capacity of developing country policymakers and IPAs to pursue inclusive and sustainable development through the promotion of green FDI, including investments in renewable energy, energy efficiency and sustainable agriculture.

EA 2: A fully operational global online network on green FDI that, by involving all stakeholders, enhances the exchange of best practices, transfer of knowledge, cooperation and the development of global partnerships for development on green FDI among IPAs and other investment stakeholders.

Main activities of the project include: (a). Providing technical advice to selected developing countries on the promotion of green and sustainable FDI; (b). Organization of regional investment promotion training seminars in Africa, Asia and the Pacific, Latin America and the Caribbean; (c). Production and dissemination of a guide/brochure to support developing countries in designing and implementing forward-looking policies and strategies; (d). Production and dissemination of a practical guide/brochure on best practices, tools and special measures for the promotion of investment in renewable energy, energy efficiency, waste management and other green industries; (e). Establishment of a global online network on green FDI for IPAs and other investment stakeholders, which also offers best practices in promoting green FDI; (f). Develop an online information center on green FDI events and UNCTAD training courses on investment facilitation and promotion practices.

The project was started during the second half of 2013 and is expected to be completed during the first half of 2016. India, Jamaica and Kenya are the 3 countries that benefited directly from UNCTAD's advisory services. The regional training workshops took place in Colombia, the Republic of Korea and in South Africa. The website developed by the project on green FDI for IPA professionals and policy makers can be accessed through www.greenfdi.org.

3. Scope of the Evaluation

The evaluation will consider all activities that have been implemented under the project and should address the following issues:

a) Relevance

- Whether the project design and 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's logframe? Are there any other outcomes that are evident?
- To what extent are project beneficiaries satisfied with the activities delivered and the quality of the outputs? Is there any initial evidence that the investment promotion officials' capacity in achieving the expected accomplishments has been enhanced?
- What were the main factors influencing the 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?

c) Efficiency

- Have project management, implementation modalities, and internal monitoring and control been adequate, and have the activities been carried out within the planned timeframe?

- Have resources and funds been used efficiently, leveraging 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?
- Have possible constraints/ problems encountered during project implementation been addressed in the most appropriate manner? How has this affected the project timeline and originally planned activities?

d) Sustainability

- What is the evidence that the benefits from the project will be sustained following the completion of the project? Does this require additional resource? If so, how has this issue been addressed?
- Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, to what extent were the beneficiary country stakeholders involved in the design and implementation of the project, and to what extent has the institutional capacity of IPAs been enhanced?
- Have efforts been made to sustain the knowledge and research result 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 outcomes be identified in this regard?
- How have the policy makers and investment promotion officials been sensitized on the gender dimension of FDI policies and promotion and their impact on gender equality? For instance, in the area of women benefiting from green FDI?

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 and outreach more stakeholders, including creating 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.

Three deliverables are expected out of this evaluation:

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

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>

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 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. 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:

- Desk review of project documents and relevant materials;
- Face-to-face interview and/ or telephone interviews with relevant UNCTAD staff;
- A country case study, involving one field visit for data collection;
- 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, as may be requested, but the evaluator decides on the final text of the survey.*

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

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

Project documents and reports; mission reports; progress reports, self-assessment reports, publications, documents and/or reports produced through the project, material used for activities; training materials; resource-use information; list of beneficiaries and workshop/meeting 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. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.⁶

7. Timetable

The total duration of the evaluation is equivalent to 23 days of work and will take place towards the end of April and finish by the end of June 2016.

Activity	Days
Desk research and study of relevant documentation	3 days
Preparation of data collection tools and inception report	3 days
Interviews with UNCTAD staff and implementation partners	2 days
Data collection mission in one of the beneficiary countries*	3 days
Other interviews with project participants, focal points and other stakeholders	3 days
Data analysis and draft report write up	6 days
Final report write up	3 days

* A 3-days field mission to one of the beneficiary countries should be scheduled during the period of 18-25 May, 2016.

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 13 June, 2016 for quality assurance by the Evaluation and Monitoring Unit and factual clarification by the project manager, before submission of the final report.

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. December 2011, http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf.

⁶ "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>.

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

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

9. Qualifications and Experience ⁷

- **Education:** Advanced university degree in economics, trade, development, investment, public administration or related field.
- **Experience:** At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of investment related technical assistance and capacity building. Background in investment policies and promotion is an advantage. 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.

The evaluator needs to complete in advance the mandatory online trainings required for the mission to Geneva. The evaluator also needs to book on his/ her own the hotels during his/ her mission and is required to keep all tickets, boarding passes and receipts needed for the travel claim. In the case where a visa is required for the field mission, the evaluator needs to apply for the visa on his/ her own, with the support from UNCTAD.

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, 13 April 2016. UNCTAD reserves the right to close the application before the indicated date if a suitable candidate is found.

⁷ 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.

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