



Independent project evaluation of the

**Development Account Project 1415P
Strengthening the capacity of the
Economic Community for Central African
Member States to enhance domestic
production linkages from the mineral
resources sector**

Mr. Veepin Bhowon
September 2018

*This report was commissioned by UNCTAD. The opinions expressed in this report are those of the external evaluator and do not represent the views of the UNCTAD Secretariat or of the organizations or institutions with which the evaluator may be connected, or organizations or institutions that commissioned this evaluation. This evaluation report has been reproduced without formal editing by the UNCTAD Secretariat.

This evaluation report was prepared by Mr. Veepin Bhowon, Independent External Evaluator. The Evaluation and Monitoring Unit (EMU) of the United Nations Conference on Trade and Development (UNCTAD) provides normative tools, guidelines and templates utilized in the evaluation of projects. Please find the respective tools on the EMU web site:

<http://unctad.org/en/Pages/About%20UNCTAD/Evaluation%20at%20UNCTAD/Mandates-policies-and-guidelines.aspx>

EMU can be contacted at:

United Nations Conference on Trade and Development
Palais des Nations, 8-14,
Av. de la Paix, 1211 Geneva 10
Switzerland

Telephone: +41 22 917 1234
Fax: +41 22 917 0057
Email: evaluation@unctad.org
Website: www.unctad.org

Disclaimer

Independent Project Evaluations are scheduled and managed by the project managers and conducted by external independent evaluators. The role of the EMU in relation to independent project evaluations is one of quality assurance and support throughout the evaluation process, but EMU does not directly participate in, or undertake, independent project evaluations. It is, however, the responsibility of EMU to respond to the commitment of the United Nations Evaluation Group (UNEG) in professionalizing the evaluation function and promoting a culture of evaluation within UNCTAD for the purposes of accountability and continuous learning and improvement.

In order to support a transparent and learning environment, UNCTAD's evaluation framework is currently defined by its Evaluation Policy as approved in December 2011. EMU is presently revising its Evaluation Policy and in the interim, is redefining its processes and standards in line with the revised UNEG Norms and Standards.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

This evaluation report has not been formally edited.

CONTENTS

EXECUTIVE SUMMARY	v
SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS	10
I. INTRODUCTION.....	11
Background and context	11
Overall methodological approach	12
Specific approach.....	13
II. EVALUATION FINDINGS	16
Relevance	16
Effectiveness.....	18
Efficiency	29
Sustainability	31
Impact	32
Gender and human rights.....	32
Partnerships and synergies.....	34
III. CONCLUSIONS	35
IV. RECOMMENDATIONS	36
V. LESSONS LEARNED	37
ANNEX I. TERMS OF REFERENCE OF THE EVALUATION	38
ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES .	45
ANNEX III. BIBLIOGRAPHY.....	48
ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION.....	51
ANNEX V. LIST OF DOCUMENTS DISTRIBUTED AND POSTED ON VARIOUS WEBSITES	53

List of acronyms

AUC	African Union Commission
ACODE	Advocates Coalition for Development and Environment
AMV	African Mining Vision
AU	African Union
CAE	Angola's Business Support Centre
CEJES-UAN	Centre of Legal, economic and Social Studies of University Agostinho Neto
EA	Expected Accomplishment
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ELLA	Evidence and Lessons from Latin America
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German International Organisation)
ICT	Information and Communication Technology
IGAD	Intergovernmental Authority on Development
LDCs	Least Developed Countries
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
PD	Project Document
PAR	Project's Annual report
RECs	Regional Economic Communities
SDG	Sustainable Development Goal
SUC	Special Unit on Commodities
UEMOA	Union Economique et Monétaire Ouest-Africaine (West African Economic and Monetary Union)
UNCTAD	United Nations Conference on Trade and Development
UNDA	United Nations Development Account
UNECA	United Nations Economic Commission for Africa

EXECUTIVE SUMMARY

This is the final external evaluation report of the project “*Strengthening the capacity of the Economic Community for Central African Member States to enhance domestic production linkages from the mineral resources sector*”. The overall objective of the project was to strengthen the capacity of policy makers, technical specialists and national institutions in the Economic Community of Central Africa States (ECCAS) countries to enhance domestic production linkages from the mineral resources sector. The project started at the end of 2015 (with delays) and ended in December 2017 and was managed by UNCTAD’s Special Unit on Commodities (SUC).

Three ECCAS countries (Chad, Congo and Equatorial Guinea) were initially selected as beneficiaries due to their high dependency on minerals. However, only Chad and Congo participated in the project despite repeated efforts by the project management to include Equatorial Guinea. Due to lack of response from the country, UNCTAD instead implemented additional activities at the regional level to expand the impact of the project to other ECCAS countries.

This independent evaluation was carried out between February and June 2018. The delays in finalizing the evaluation were due to the late reception of the project’s final report. The evaluation consisted of a desk review (21 documents were consulted) followed by field interviews in UNCTAD Office Geneva (22 -23 Feb 2017) with the Project Management Team. Skype and telephone interviews were organised with project participants. It was jointly decided with UNCTAD that an online survey would not be conducted and would be replaced by an in-depth interview strategy as well as an assessment of post-workshop surveys conducted by project management. Findings were triangulated, which allowed most evaluation questions to be responded to by way of different techniques and data sources.

Key findings

The key findings of the evaluation are summarised as follows:

Relevance

The evaluation finds that this project is key for the ECCAS countries given the low level of linkages between local companies and the mineral sector. The project aims at creating employment and ensuring sustainable development, which was very relevant to existing gaps in ECCAS countries concerning the elaboration and implementation of relevant policies and framework related to local content and development of linkages in the mineral sector.

Activities proposed under the intervention logic are coherent with the project’s objectives, Expected Accomplishments, outputs and outcomes. The focus on “capacity-building” in developing and implementing policies related to local development is well targeted to issues in the sector. Such initiatives are commendable as they create an enabling environment to foster the participation of SMEs in the mineral sector. Stakeholders praised the comparative advantage of UNCTAD as a partner in this process due to its extensive experience and well-developed network in the mineral sector.

The project is also in line with global mandates such as the UN Development Account and UNCTAD, Rio+20 Conference on Sustainable Development outcome document, the African

Mining Vision (AMV) and the Millennium Development Goals (MDGs) and Agenda 2030 SDGs goals.

The design of the project was optimistic in evaluating some of the risks involved and ambitious in its plan to achieve the objectives within the time frame. This could have been addressed through a broader consultation conducted at the project design phase. Although the consultation was undertaken with the stakeholders at a high level during the design process, the non-inclusion of private sector companies and various stakeholders on the ground are considered as shortcomings.

Effectiveness

The project managed to complete all of the planned activities in two of the three beneficiary countries, with additional activities implemented at the regional level. However, the absence of one of the three beneficiary countries (despite major efforts by the project management to include Equatorial Guinea) led to the redesign of some project activities. This could have impacted on the project's effectiveness. It is noted that the UNCTAD project team was nevertheless successful in finding alternatives, in organising additional activities at the regional level to expand the impact of the project for the ECCAS region and completing the project within the scheduled time frame.

Stakeholders rated the quality of the workshops and subjects discussed highly, while acknowledging increased knowledge on local content and the development of linkages. Despite this acknowledged increase in knowledge and information, it is difficult for this evaluation to find evidence, within the project's time frame, whether the acquired knowledge was sufficient and appropriate to enable outcome level changes. This will probably be a test of time.

Partnerships with international and regional institutions resulted in online trainings and study tours (considered as a high value addition to the project by participants). Following a redesign, information platforms for Chad and Congo were established providing all workshop materials but are yet to be completed for effective use by beneficiary countries. Task forces, one of the project's outcomes, have been set up but do not seem to be operational. Lack of motivation and cohesiveness at the national and regional levels have been raised as concerns which have to be addressed for strategic policy change.

Efficiency

The project's activities were completed with 99.5% of the allocated budget based on two participating countries and an expanded list of regional activities. The project suffered from a late start due to a few factors, including that of the non-participation of Equatorial Guinea. But the UNCTAD project team was nevertheless successful in finding alternatives and completing the project within the scheduled time frame. As a result of only two of the three selected countries participating in the project, the management found alternatives to use the budget by increasing the number of activities at the regional level as well as increasing the number of stakeholders for one project activity (study tour to Angola). Savings made from various budget lines under the project and reallocation of funds enabled the organisation to develop additional activities and complete planned activities in due time. Stakeholders indicated that the project provided a significant amount of training and information. However, remarks were also made on the capacity to absorb the high volume of information

provided. Future projects should undertake deeper analysis of risks and assumptions to avoid problems that affected the project.

Sustainability

A new project proposal has been developed by UNCTAD with input from the countries and is yet to be funded. This is a clear indication of efforts by UNCTAD to ensure project momentum and support to ECCAS countries. The transformation of knowledge into results cannot be assessed by this evaluation as it is a long-term process. Staff turnover and lack of initiative at the country level are critical elements which could affect sustainability of the project. The project's design was somehow over-optimistic in sufficiently evaluating some of the potential risks in ensuring the project's sustainability at the beneficiary country level. The status quo of the taskforces in both beneficiary countries and feedback from stakeholders is a clear indication that sustainability plans have not been sufficiently developed by beneficiaries. Although there were indications of ownership by the two beneficiary countries and signs of taking the project forward by stakeholders during the initial stages, at the end of the project the sustainability of project interventions remains unclear. There are also no signs from the country level that the roadmaps are being implemented. It is likely that interactions with the stakeholders during the design process could have helped in building a more realistic approach to sustainable actions.

Impact

It is too early to determine the project's impact resulting from “capacity-building” and the establishment of information sharing platforms. The project has been highly praised in terms of knowledge increase, but the immediate outcomes are beyond the scope of this project (see section on Effectiveness). There is one example of a direct consequence (change in the law as a result of input from the project) in Congo but the long-term implications are expected to be visible over time.

Gender and human rights

Extractive sectors are known to be generally male dominated.¹ Despite the efforts made by the project team to emphasize the mainstreaming of women in national-level policy dialogues and community-level consultations on local participation, the participation of women in this project remained low (20.4%). However, efforts were made to include them at the level of the “task force” resulting in larger women participation in the Chad and Congo task force. Weak youth participation in the project was reported. Increasing the percentage of women in policy decisions as well as youth in the extractive sector should be part of a medium/long term strategy through active and effective communication campaigns. The project raised the importance of equitable development including that of human rights in the extractive sectors with the overall objective of supporting economic development.

¹ https://olc.worldbank.org/system/files/WB_Nairobi_Notes_1_RD3_0.pdf

Environmental issues

The issues of protecting the environment were discussed during the workshops and highlighted as being amongst the requirements of multinationals to grant contracts to SMEs in the oil value chain. The workshop helped to create awareness and commitment over oil spill issues and some preventive work is also being carried out in that direction. The national task forces' knowledge on environmental policies was enhanced through presentations from local, regional and international experiences.

Partnerships and synergies

Overall, the project was appreciated by stakeholders and instrumental in developing partnerships with regional and international institutions leading to the organisation of study tours which contributed to sharing of information, ideas and experience, "capacity-building" and discussions on further collaboration. The project indirectly also helped to initiate communication between government institutions within the participating countries.

The project managed to develop formal as well as informal partnerships at National, Regional and International levels. Formal collaborations have been fruitful as they resulted in online "capacity-building" activity (through ELLA) on local content, technical areas and regulations pertaining to the mineral sector as well as study tours (through ELLA and CEJES-UAN). Collaboration with ECCAS led to the planning and organisation of regional activities. These collaborations have been beneficial, but stakeholders indicated the shortage of sustainable actions, at the country levels, in pursuing further collaboration especially at the regional level. Interviewees noted that developing partnerships is essential in sharing of experiences and knowledge and can help to find solutions for addressing issues in the mineral sector.

Recommendations

Key Recommendations

1. UNCTAD to consider more in-depth risk analysis and involve various beneficiaries (public and private) in the design of the project to minimise problems and avoid overambitious design;
2. UNCTAD management and UN Department of Economic and Social Affairs managing the Development Account to develop tailored results-based management approaches for measurement of the effectiveness of "capacity-building" activities;

Important Recommendations

3. To ensure sustainability, UNCTAD should involve more beneficiaries during the design process and consider developing follow-up action plans to get beneficiary ownership and commitment;

-
4. UNCTAD to develop more partnerships with regional and international organizations to enable ECCAS countries to learn from experiences in other countries;

General Recommendations

5. To increase effectiveness and sustainability, UNCTAD to consider mechanisms and modalities to capacitating more women and encourage their participation in relevant activities.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings: problems and issues identified	Evidence (sources that substantiate findings)	Recommendations
Key recommendations		
The project design underestimated some of the risks and budget implications involved in attaining the objectives of the project	Discussion with UNCTAD, Project results	UNCTAD to consider more research and deeper analysis of risks and assumptions. Involving stakeholders in the design process would help
Evaluation could not find sufficient evidence that acquired knowledge and skills would lead to the elaboration or implementation of appropriate policies within the project's timeframe.	Interviews with stakeholders	UNCTAD management and UNDA office to improve results-based management approaches for measurement of the effectiveness and impact of "capacity-building"
Important recommendations		
Lack of sustainable actions from the beneficiary governments to ensure follow-up after the completion of the project	Interviews with various stakeholders/ Reports	Sustainability plans should be part of the project design and discussed at this stage with project beneficiaries to get their ownership and commitment. UNCTAD to provide support to countries in developing sustainability action plans at the national level.
Learning from other country experience through the development of partnerships	Interviews with various stakeholders/ Reports	UNCTAD to develop more partnerships with regional and international organizations to enable ECCAS countries to learn from experiences in other countries;
General recommendations		
Low participation registered for women in project activities	Participants list/ reports and interviews	UNCTAD to consider mechanisms and modalities to capacitating more women and encourage their participation in relevant activities.

I. INTRODUCTION

The final evaluation is part of the Monitoring and Evaluation process as indicated in the Project Document 9th Tranche of the Development Account (**Strengthening the capacity of the Economic Community for Central African Member States to enhance domestic production linkages from the mineral resources sector**). The evaluation exercise is conducted by an independent evaluator and the results of this evaluation will be used to identify lessons learnt and good practices to be used in the future.

Background and context

This project was based on various global and regional mandates such as : The Rio+20 Conference on Sustainable Development recognising the protection and management of the natural resource; the African Mining Vision (AMV) requesting the “AU Ministers in charge of Mineral Resources Development to develop a concrete action plan for its realization; the outcomes of the UNCTAD XIII (Doha Mandate), Millennium Development Goals (MDGs) and Agenda 2030 SDGs, recommendations from the UNCTAD’s annual African oil, gas, and minerals trade and finance conference held in Bamako in 2009.

Given that ECCAS is endowed with large reserves of fuel and mineral resources producing 51% of world cobalt, 25% of industrial diamonds and 30% of African crude oil, ECCAS governments should therefore enhance their countries’ capacities to develop, manage, and regulate their mining industries in the interest of sustainable development. The mining regimes in ECCAS countries, however, remain narrowly focused on exporting strategic minerals to industrialized countries to earn valuable foreign exchange. Building sustainable linkages between mineral production and domestic economies has, therefore, become more critical and urgent.

This pilot project was initially developed with 3 ECCAS countries (Congo, Chad and Equatorial Guinea) that have a high dependency on minerals. It was expected that each country, upon implementation of the project, would design a strategy by identifying policies, including the legal and regulatory framework for facilitating local private sectors to capture, in the medium term, market share in such services as construction, processing, logistics, marketing, and business consulting.

The overall objective of the project is to strengthen the capacity of policy makers, technical specialists and national institutions in the Economic Community of Central Africa States (ECCAS) countries to enhance domestic production linkages from the mineral resources sector.

The three Expected Accomplishments of the project are as follows:

- EA1: Improved capacity of policy makers to develop and implement strategic plans and frameworks to facilitate the participation of local operators/communities in mining related services.
- EA2: Increased partnerships between national, regional and international training institutions to provide upgraded skills programmes on mineral value chain related subjects.
- EA3: Enhanced capacity of stakeholders to use information on the mineral value chain for gap analysis, informed decision making and identification of niches for local participation.

The project activities started at the end of 2015 with delays (the project officially started in March 2015 and ended in December 2017). The project was managed and implemented by UNCTAD's Special Unit on Commodities.

Evaluation Purpose and Scope

The objective of this evaluation exercise is to ensure ownership, result-based orientation, cost-effectiveness and quality of UNCTAD assistance. For UNCTAD, it will also be a means to undertake an assessment of its work, learn lessons, receive feedback, appraisal and recognition, as well as to mobilise resources by showing the possible attribution of achievements to the programme.

The evaluation is an end-of-project assessment that systematically and objectively assessed project design, project management, and project performance against the evaluation criteria of relevance, effectiveness, efficiency, sustainability, impact, gender and human rights and finally, partnerships and synergies. Preparation of this evaluation has been guided by the Terms of Reference, which can be found in Annex I. The temporal scope of the evaluation begins with project approval in January 2015 and ends with project closure in December 2017.

The Final Evaluation has been contracted to Mr. Veepin Bhowon, an independent evaluator, and started in December 2017.

The beneficiaries of the evaluation will mainly be UNCTAD but also the beneficiaries of the project who are the Economic Community of Central Africa States (ECCAS) member States and implementation partners, Economic Commission for Africa (ECA) and the African Union (AU) Commission on the project.

Evaluation Methodology

Overall methodological approach

The final evaluation of this project was carried out in an open and transparent manner so that it provides an independent assessment the project. It will also add value and become part of a learning process for UNCTAD, its partners (ECCAS, ECA and the AU Commission) as well as the beneficiaries of the project. This evaluation was carried out using criteria as specified in the TOR which are based on Evaluation Guidelines of the UNEG, OECD (DAC criteria). Gender, human rights and partnership and synergies criteria were included to the OECD (DAC criteria). See Figure 1.

Figure 1: Methodological approach

RELEVANCE	The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor
EFFECTIVENESS	A measure of the extent to which an aid activity attains its objectives
EFFICIENCY	Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs
IMPACT	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended
SUSTAINABILITY	The extent to which the benefits of an activity are likely to continue after donor funding has been withdrawn.
GENDER & HUMAN RIGHTS	The extent to which gender and human rights considerations were mainstreamed in the design and implementation of the project
PARTNERSHIPS & SYNERGIES	Whether the project maximized partnership potentials (internally and externally) to allow for synergies and avoid duplications

Specific approach

The Final Evaluation of this project consisted of a four-phased approach using a mix of methods. Triangulation was used for the cross verification of information as follows:

- Phase 1: The consultant carried out an extensive review of the project by going through all available project related documents/records. The information was used to plan the next phases of the evaluation. An inception report was submitted in this phase and approved by UNCTAD.
- Phase 2: The second phase mainly consisted of field work (with focus on meetings and interviews) with the UNCTAD staff at the project office in Geneva and skype/telephone meetings with partnering institutions, beneficiaries of the project as well as relevant stakeholders. It was agreed with UNCTAD that no questionnaire will be used due to the anticipated low level of responses.
- Phase 3: A Draft Final report prepared and submitted to UNCTAD for comments and validation.
- Phase 4: Following comments on the Draft report from UNCTAD, the consultant will incorporate the remarks and submit a Final Evaluation report.

The details of the phases are detailed below:

Figure 2. Specific Approach



Key data sources:

- All documents and reports (Newsletters, Progress reports, Technical reports, Meeting reports, and Surveys carried by the project) provided by the Project Management team and those available on the UNCTAD website.
- One to one and group interviews with the UNCTAD Management team (including the Project Manager, officers and consultants involved)
- Telephone/Skype/Whatsapp interviews with participants/beneficiaries (A selected list of participants beneficiaries were provided by the project management team for interviews).

Methodological limitations of the evaluation

The list of the participants (A total of 19 of which 12 men and 7 women) to be interviewed provided to the evaluator by the Management Team was limited. They were considered by the project management to be the most appropriate persons to be contacted. All the participants on the list provided were contacted on several occasions by email for a telephone/WhatsApp/Skype interview but only 8 of the participants (4 men and 4 women) responded.

The absence of field visits was considered a constraint especially due to the low response level from the telephone conversations. Field visits would have helped in reaching more stakeholders and provided more information and insight. No budget was foreseen for this activity.

Given the number of activities and components in the project and the inter-relationships among them, it was difficult for stakeholders to remember each event in which they participated as well as the documents presented.

The reporting method especially in progress reports was sometimes confusing and incomplete to enable a fair evaluation of the project's achievements. The indicators of achievement were sometimes misleading. Clarification was often required.

The reporting was not very explicit on the achievements with specific indications. Dates of completion of the various tasks related to the different activities was not very clear.

Nonetheless, within these methodological limitations, the reliability of the evaluation is based on triangulation, which allowed most evaluation questions to be responded to by way of a few techniques, meaning that no question relied on any single source of information.

II. EVALUATION FINDINGS

Relevance

The project's objectives are relevant to both UN Development Account fund and UNCTAD's objectives as well as UNCTAD's mandates in the mining areas. It concurs with the Rio+20 Conference on Sustainable Development outcome document and reflects the African Mining Vision (AMV).

The project is also linked to the Millennium Development Goals (MDGs) and Agenda 2030 SDGs (At design stage the Agenda 2030 was not approved. Reference is made here to the SDGs aligned with the MDGs) addressing the following goals: (MDG 1) and (SDG1&2) to eradicate extreme poverty and hunger and specifically (MDG 1.B) and (SDG8) achieve full and productive employment and decent work for all, including women and young people by promoting local value retention in the selected countries; (MDG 7) and (SDG15) to integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources; (MDG 8) and (SDG17) to develop a global partnership for development, more specifically (MDG8.B) and (SDG10) addressing the special needs of least developed countries and (MDG 8.F)) and (SDG17) in cooperation with the private sector, make available benefits of new technologies, especially information and communications.

For the ECCAS countries, the project is relevant to the demands of the member states through the ECCAS Treaty recognizing the importance of using natural resources as an engine for broad-based economic development and the need to coordinate policies.

The project design was based on identified challenges and needs of the mining sectors and proposed solutions focussed on strengthening the capacity of ECCAS to enhance domestic production linkages from the mineral resources sector by providing guidelines for designing policies and frameworks for facilitating local private sectors to capture, in the medium term, market shares in the mineral value chain.

To bring about the desired change, the intervention logic adopted capacity development as a core element and provides a framework for its delivery through knowledge provision, sharing of information, production of papers, technical assistance, building up partnerships with training institutions, and developing a database platform in the extractive area. The intervention logic proposed corresponding activities to achieve the above Expected Accomplishments (EAs), outputs and outcomes.

The participating stakeholders confirmed that the objectives of the project target a very relevant and well identified problem which has been overlooked for a number of years. This project was addressing these issues for the first time using the "capacity-building" approach and did not constitute any duplication to any other project.

From a regional perspective the project addressed the development needs of the ECCAS member states in the mining sector. Stakeholders pointed out that collaboration at the

regional level, would help in exchange of information and common problems encountered in the extractive sector. This could encourage the development of synergies to find more efficient solutions to issues in the mineral sector.

Interviews with the participants indicated that the project helped to address information and policy implementation gaps regarding linkages in the mining sector. The participants confirmed that the “capacity-building” component enriched their knowledge on various aspects of the mineral sector. The private sector in the mining area feels that the project should have addressed fundamental issues to properly launch their sector.

The project managed to attract a strong representation from the government as confirmed by the workshop’s participants lists. Feedback from the interviews indicate that the level of the participants was quite heterogenous. Participants also commented that there was a mix of well-versed participants as well as those for whom it was a new learning experience. Few interviewed participants claim to have used the project only as a build-up of personal knowledge but have not been able to use it in any decision-making processes.

Issues with the design

Overoptimistic timeframe

The evaluation felt that the intervention logic is ambitious. This is confirmed by responses from stakeholders who feel that the objectives as set in the project document were challenging to achieve within the project’s timeframe. The varying levels of development of the mining sector of the beneficiary countries represented added difficulties to the achievement of EA1 (***Improved capacity of policy makers to develop and implement strategic plans and frameworks to facilitate the participation of local operators/communities in mining related services***) and EA3 (***Enhanced the capacity of stakeholders to use information on the mineral value chain for gap analysis, informed decision making and identification of niches for local participation***). The activities proposed, which are “capacity-building”, contribution to information and experience sharing are considered as appropriate but the translation of knowledge into an implementation phase would require more time. This would probably entail the need for a follow up programme.

The need for information is very relevant in view of the identified gaps but the design should have considered the following elements:

- A thorough discussion with the governments and especially with the private sectors to identify the needs on local content;
- A better identification of the recipients of the “capacity-building” activity in view of their role in the implementation in the next phase;
- Clearer underlying assumptions which can be tested and measured;
- Develop a more realistic workplan on specific needs and well-defined time frame;
- Develop sustainability plan for the continuation of the project.

The activities A3.1: *Assess the current status of data management in each country (Natural resources database, infrastructure, skill sets, etc.) and define the standards for local infrastructures, database metadata retrieval and transfer, as well as the Architecture for the application of an operational platform, including interoperability with existing database.* was not considered feasible due to their magnitude, delivery schedule and high cost implications. Consequently,

these activities had to be redesigned. Instead of setting up a geoscience data platform, the project developed two information sharing platforms and handed them over to Chad and Congo.

Consultation with stakeholders during the design process

Although the project focussed mainly on building government officers' skills, the design phase did not include consultations with both the government and the private sector (the main operators and revenue generators). One of the mining private sector associations (interviewed) in Congo with offices in Geneva expressed its readiness to collaborate with UNCTAD in UNCTAD projects. The private sector faced with various issues in the extractive sector, often has a more hands-on approach to problems as well as solution options compared to governments' generally political perspective.

Inadequate assessment of risks and assumptions

The project underestimated the fact that the extractive sector in the beneficiary ECCAS countries is known for non-communicative nature as indicated by most stakeholders during interviews. The project was welcomed and appreciated by stakeholders, but no sustainable actions were observed post-project. Non-operational task forces in both countries confirm the above. According to stakeholders the absence of initiatives and motivation at national level to ensure project sustainability is also due to reluctance in sharing information and existence of inherent systemic problems which need to be addressed.

The lack of preparedness of the countries and the willingness to carry the project forward was also not assessed. The absence of motivation from Equatorial Guinea provides a clear illustration of this. Had this been foreseen, the project could have instead benefitted another ECCAS member state.

Effectiveness

The aim of this criteria is to assess the level of effectiveness both at the level of the activities as well as at the level of the outcome. In assessing the achievement of the programme results, planned results will be directly referred to related Expected Accomplishments and Activities:

EAI. Improved capacity of policy makers to develop and implement strategic plans and frameworks to facilitate the participation of local operators/communities in mining related services.

Activities

A1.1: Assess the needs in order to prepare frameworks using “capacity-building” tools such as tool kits, guidelines and templates to increase local participation in the mineral value chain in the three ECCAS countries dependent on solid, liquid and gaseous minerals, and where the project will have a regional impact.

Following the approval of the project document at the beginning of 2015, the UNCTAD team was involved in a series of the preliminary discussions between March and September 2015 with embassies and diplomatic missions of the three participating countries of the project

based in Geneva. The objective was to identify focal points in the respective countries for planned activities in the project.

The needs assessments were discussed during the first workshop through a participatory approach but completed in subsequent workshops with in-depth studies from external consultants. Studies were carried out on the identified critical areas that required immediate attention in developing linkages between the extractive sector and the broader economy. The two reports were considered as essential inputs to guide the design of frameworks for effective local participation. These reports included pre-qualification and certification schemes, local content guidelines, guidelines for institutional development, etc...

A1.2: Organize three expert group meetings (one in each beneficiary country for two days) to establish Multi-stakeholder national task forces that will oversee the development of strategic plans, frameworks and guidelines.

1st expert group meeting / National workshop

The first meeting was held during the National and Regional (back to back) workshops organised in Chad, N'Djamena from 25th to 30th December 2015. The event was attended by 29 participants (of which 26 males and 3 females) and included ministry officials, State Owned Enterprises representatives, parliamentarians, labour unions, industry associations, chambers of commerce, NGOs, universities, etc. UNCTAD, ECA and ECCAS had 4 participants in total.

As a result of this meeting, the Chadian task force was approved and further prepared and developed the road map for Chad as well as a draft work plan for 2016 activities. The finalization of the task force and its extension to other key actors of the oil and mining value chains were among the project's key deliverables for 2016. A survey carried out during this workshop by the project, indicated high ratings for the quality of the outputs and the subjects discussed as well as the organisation of the event. Lower ratings were allocated to the discussion time.

2nd expert group meeting / National workshop

The second National Workshop/Expert group meeting (from 26-30 September 2016) was organised in Congo (Brazzaville) (attended by representatives from civil society, academia, the public and private sectors with a total of 41 participants comprising 29 men and 6 women) where the Congolese task force was proposed and approved. Consultants were recruited for the preparation of documents and to provide technical support for the second workshop. During the same workshop the Chadian task force was formalised and set clear objectives on the way forward.

Observations

The setting up of Chadian and Congolese task forces was considered as a fundamental step in the identification of issues related to the local context, developing the road map as well as overseeing the implementation of strategies in the medium term. Stakeholders interviewed by the evaluator indicated that more “capacity-building” was required to be able to carry the complete set of proposed tasks.

An analysis of the road maps (“Feuille de Route” in French) produced for both countries reveals that the documents lack the necessary elements of a proper road map, including task allocations, designation of responsibilities and budgets. These are usually part of full-fledged roadmaps with a strategic vision. The extractive sectors in both Chad and Congo face various challenges that will be difficult to resolve in the short term, hence requiring a more elaborate strategic document.

In 2016, unsuccessful attempts continued to be made to involve Equatorial Guinea in the hope of setting up a task force as part of the work programmes for 2016 and 2017.

A1.3: Organize a regional consultation with all the stakeholders from the three beneficiary countries and the regional institution

The project organised three regional workshops. This was possible through savings carried out from other expenditure lines:

Workshop 1: Chad Regional Workshop - Launch of the project - Dec 2015

The main feature of the first regional workshop (organised back to back with the national workshop) was to launch the project and discuss the regional needs assessment, which was carried out through a participatory approach. The event was attended by 29 participants (of which 26 males and 3 females) and included ministry officials, State Owned Enterprises representatives, parliamentarians, labour unions, industry associations, chambers of commerce, NGOs, universities, etc. UNCTAD, ECA and ECCAS had 4 participants in total.

The workshop emphasized the need to strengthen regional coordination. ECCAS presented a draft regional roadmap and further collaboration was discussed. Experience on regional best practices in developing linkages with the mineral sector, as well as lessons learned in the implementation of local content policies in ECCAS, was shared during the workshop.

Workshop 2: Congo – Capacity Building – Strengthen the structuring effects of mineral resources in the

ECCAS countries – September 2016

The second regional workshop was held in Congo, Brazzaville from 28-30 September 2016. The participating countries were Angola, Cameroon, Gabon, Ghana, Central African Republic, Uganda and Chad. The event attracted 117 participants (94 men and 23 women) of which 37% were government representatives, 22% from the private sector and the rest from international organisations, academia and NGOs. One expert from the United Kingdom and one from Canada were also invited by UNCTAD.

In addition to continued information and experience sharing on regional best practices, enhanced “capacity-building” on local content implementation, and developing linkages with the mineral sector and oil sectors, the workshop discussed the findings of the needs assessment reports for Chad and Congo prepared by the consultants. Other reports on local content were also discussed and helped to guide the design of frameworks for effective local participation. These reports included pre-qualification and certification schemes, local content guidelines, guidelines for institutional development, etc.

Workshop 3: Gabon - Libreville - Regional Workshop -- Strengthen development linkages in the ECCAS region - 6-8 December 2017

This workshop was organised at ECCAS headquarter to attract more countries from the ECCAS community. 44 participants from Congo Brazzaville, Chad, Central African Republic, Cameroon, Gabon, Nigeria, Switzerland, UK and Tunisia attended the workshop comprising 31 men and 13 women. The objective of the final regional workshop was intended to be an experience sharing event for the beneficiary and other ECCAS countries especially regarding best practices to assist them in implementing the same approach at the national levels and to establish development linkages between their extractive sectors and the rest of the economy.

The representatives of the different ministries, SOEs, private sector and local civil society stated that the workshop increased their knowledge on local content, extractive industries and development linkages. Training was also provided on the use of the information sharing platform developed under this project. Results of a survey carried out by the project indicated that the Gabon workshop was highly appreciated for the quality of presentations, discussions. The survey ratings were however lower for discussion time and lessons learnt.

A1.4: Development of training materials on guidelines, templates and a compendium of good and bad practices on local content policy (local participation) in the extractive industries.

Consultants were recruited to develop training material on sustainable local participation in the extractive industries using diagnostic studies. These training materials were used to train participants in the Chad workshop from 6 to 8 December 2016 and Congo workshop from 26-27 September 2016 as confirmed by the final progress report.²

The final list of the training materials is available on the two external websites. However, the list of training materials is not explicitly shown on the UNCTAD website due to UNCTAD's strict rules on uploaded material categorisation. For a third-party, distinguishing training materials from other documents and presentations in the external websites could be challenging. It is recommended that UNCTAD develops a more user-friendly presentation of the documents.

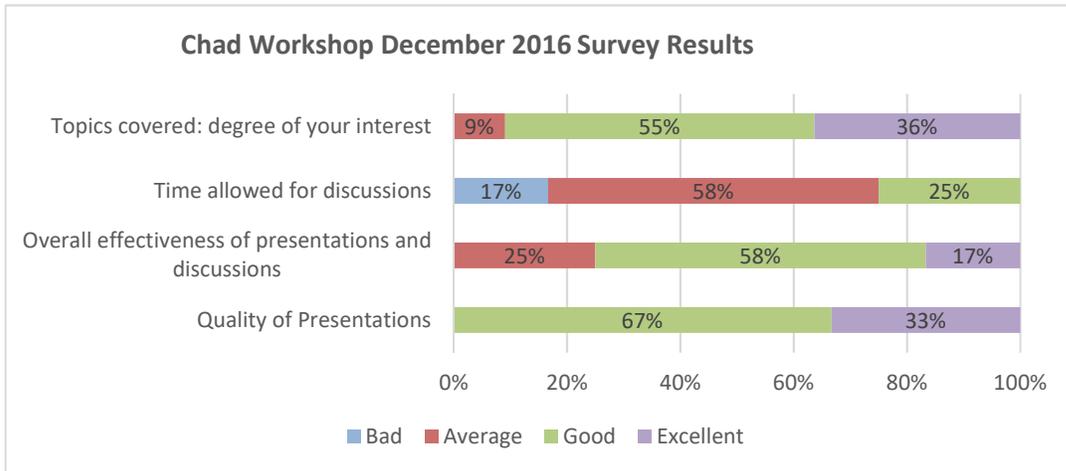
A1.5: Organize “capacity-building” activities in the form of three workshops and ongoing coaching sessions for multi-stakeholder national task forces, policy makers and local entrepreneurs, using the designed training materials, to build their capacity to develop and implement strategic plans and frameworks to facilitate the participation of local operators/communities in mining related services.

As detailed above, three capacity-building workshops were organised: in N'Djamena - Chad in December 2016; in Brazzaville - Congo in May 2017 and in Libreville - Gabon from 6 to 8 December 2017. The last regional workshop was organised in collaboration with ECCAS in Gabon (headquarter in Gabon) with the objective to attract other members of the ECCAS community to the workshop.

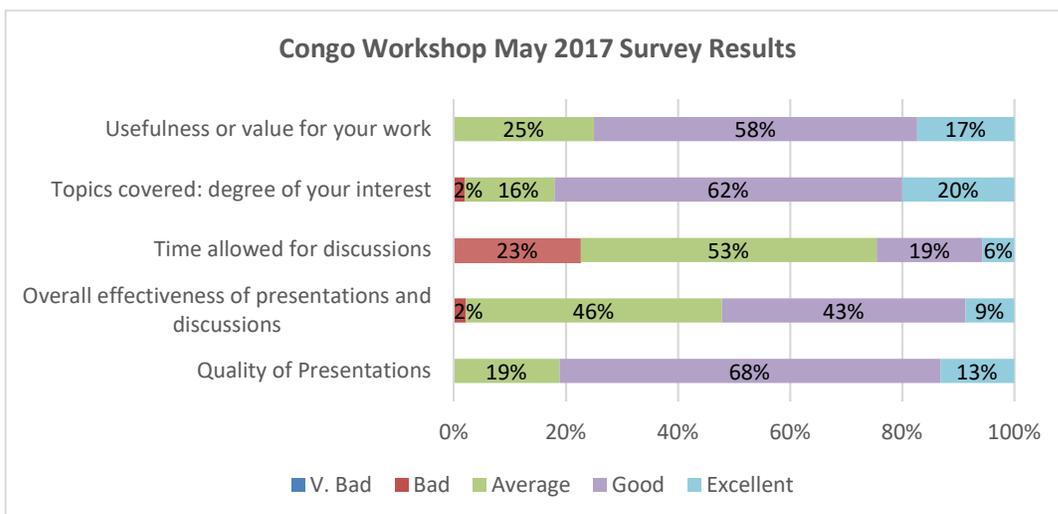
Feedback from surveys carried out by the project management team (based on responses from 12 questionnaires in Chad, 42 questionnaires in Congo and 25 in Gabon) indicate the following:

² The training documents are available on the following websites: <https://liensdedev-contenulocal-chad.org/> and <https://liensdedev-contenulocal-congobrazzaville.org/category/emploi/>.

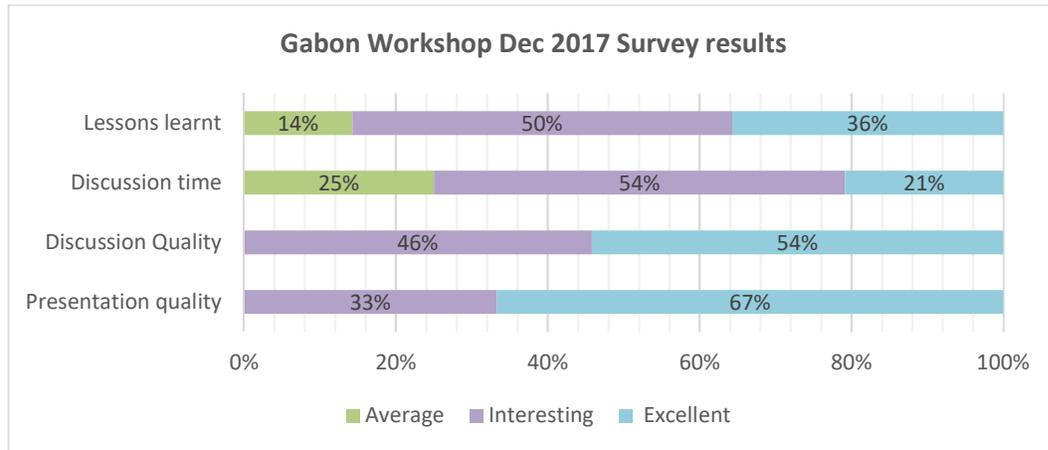
In Chad most of the indicators below show a positive response from the stakeholders in terms of the quality of the presentations, general effectiveness of the presentations and discussions and subjects' coverage. However, time allocated for the discussions was not sufficient.



Results in Congo also indicate overall appreciation of stakeholders on the Quality of the presentations, Overall effectiveness of the presentations and discussions, Subjects coverage, Value to current work. From the results more time was required for discussion



Results of a survey carried out by the project during the Gabon workshop indicated general positive results for the workshop, on Presentation quality, quality of the discussions and lessons learnt. Discussion time as in the other two workshops seem to have been less appreciated.



The above results indicate that the presentations were of high quality and achieved their objectives with a high positive note for subject coverage. While the survey results for Chad concerns a single National workshop, those of Congo do not distinguish between Regional and National workshops which makes them difficult to evaluate.

One most common feedback from the first workshop was that there is undoubtedly a strong need for “capacity-building” in the extractive sectors. Interviews with stakeholders during the evaluation confirmed that continuous “capacity-building” is required.

Although the surveys for the above three “capacity-building” workshops did not collect data on knowledge gained, telephone interviews indicated that there has been an increase in knowledge which is also confirmed by the progress report.

Challenges

Although the outcomes of EA1 has been reported as being generally positive, the evaluation found the following issues:

- Evidence of increase in knowledge is based on participants self-reporting and not through any objective measure.
- Any quantifiable impact of use of capacity built in development of policies and implementation is beyond the time frame of this project.
- During interviews, participants indicated that the number of topics covered during most of the workshop was more than one could absorb.
- Time available for discussions was considered as being too short.
- Some of the topics were considered by a few participants as being too theoretical.
- Participants expressed confusion between information sharing and “capacity-building”.

Expected Accomplishment 2: Increased partnerships between national, regional and international training institutions to provide upgraded skills programmes on mineral value chain related subjects.

A2.1 Main activity: Design programmes for upgrading skills in the mineral value chain related sector.

In 2015 UNCTAD established four informal partnerships at the international and regional levels and facilitated one partnership at the national level. Close collaboration between UNCTAD and UNECA on the extractive sector with the project's beneficiary countries led to the harmonisation of projects by both organisations, thus avoiding any duplication in terms of technical resources and "capacity-building" programmes.

UNCTAD and ECCAS had taken the initiative to develop a regional road map to enhance development linkages in the extractive sector. A focal point in ECCAS was appointed to explore further levels of cooperation between the organisations. It has been reported by ECCAS that this initiative has also given rise to potential collaboration between institutions of the participating countries where areas of discussion are under consideration.

In August 2016 UNCTAD collaborated with the Evidence and Lessons from Latin America (ELLA) program which invited the Local Content Working Group (Two members of the task force) in Chad to participate in an online training held from May 16 to August 16, 2016. The objective of this training was to provide experiences that can inform the design of local content policies being developed.

A collaboration with the Centre of Legal, Economic and Social Studies of University Agostinho Neto (CEJES-UAN) and Angola's Business Support Centre (CAE) led to the organisation of a study tour in Angola in November 2017.

Project Management reported making collaboration attempts with the following institutions but without positive outcome:

- The World Bank for collaboration possibilities in the extractive industry based local economic diversification; (The main reason was clashes in calendars and budget constraints from the partners side)
- The Catholic University of Central Africa for a training course on management for the mineral sector (2016); (better options were provided by CEJES - Centre of Legal, economic and Social Studies of University Agostinho Neto)
- Petrobras and the Brazilian Institute in Oil, Gas and Biofuels to develop a partnership that would benefit from its experience in developing local content to the project's beneficiary countries (2016); (discussions had to be stopped due to some internal political issues with the company)
- A local NGO, GRAMP-TC, and the Chadian Ministry of Economy, Trade and Touristic Development, to create an online platform. (The contact from GRAMP-TC left the organisation for another job)
- MPD Congo (a mining company) and the University Marien Ngouabi to develop and submit a joint proposal on skills development. The proposal was approved with delays but could not be pursued due to limited resources (2017)

Informal collaborations between Chad and Congo on expertise sharing were also initiated through messages exchanged between country representatives but there has been no follow-up.

A2.2 Main activity: Organize two study tours/fellowships for multi-stakeholder national task force members, with a view to introduce selected success stories in Africa and overseas on mineral resources development policy for policy learning and development inspired by successful models for local content policy in practice.

Two study tours were organised under the project with participants from ECCAS as well as participating countries.

The Ecuador study tour

Following the Evidence and Lessons from Latin America (ELLA) online training programme in August 2016, the two members of the Chad Local Content Working Group and two members from the Congo task force were selected to participate in the study tour in November 2016 in Quito, Ecuador. Gender equality was ensured among the participants.

The organization of the study tour to Ecuador was facilitated through UNCTAD's collaboration with UK's Department for International Development (DFID) and Evidence and Lessons Learned from Latin America (ELLA), in the form of a sponsorship for two members from Chad and two from Congo. The objective of the tour was to understand the development of local content policies in the Latin American region. The study tour facilitated cross-country learning experience on local content policies.

Outcomes of the study tour

From the ELLA study tour report participants claimed an increase in knowledge and experience on Ecuador and Latin America regarding the management of non-renewable natural resources in general and local content in particular in order to inform decision-making processes and policy design in Africa. Participants learned on the experience of Ecuador managing its natural resources and designing policy frameworks to promote diversification. The tour brought together experts and practitioners from different countries in Africa (Algeria, Chad, Congo Brazzaville, Gabon, Ghana, Uganda, South Sudan, Tanzania) to promote knowledge sharing and cooperation and encourage cooperation between countries and regions. The participants from Congo and Chad who benefited from the study tour became trainers on local content development at the capacity building workshops organized later.

The Angola study tour

The second study tour was organised by UNCTAD from 6-10 November 2017 to Luanda, Angola through a collaboration with the Centre of Legal, economic and Social Studies of University Agostinho Neto (CEJES-UAN) and Angola's Business Support Centre (CAE). The participants from Chad, Congo and one representative from ECCAS (see table 1 below) comprised of representatives from the public and private sectors, civil society and academia. Out of the 28 participants, 15 were from the government sector, 7 from the Civil society, one from the private sector and the rest from other organisations. Only Congo managed to have

a balanced gender representation. Angola and Chad participants were predominantly male. The objective of the tour was to build capacity of ECCAS stakeholders in designing policies and institutional frameworks to foster local content in extractive industries. The tour was a combination of theory and field visits.

Table 1: Participants Angola Study-Tour

Country/ Institution	Male participants	Female participants
Angola	8	2
Chad	6	3
Congo	4	4
ECCAS	1	
Total	19	9

Outcomes of the study tour

The tour was very positively received by the participants. Based on a survey carried out after the event, the participants rated the study tour as very positive, qualifying the topics and presentations as excellent and claiming that it met their expectations. They also indicated having better understanding of the role of the private sector in the extractive sector and the local content. The participants indicated that the most relevant topics were the legal framework of oil activities and local content, and mechanisms to support SME participation in extractive industries.

Participants also appreciated Angola as a destination to which they could relate to their own country situations. The experience which Angola went through in the mineral sector to reach its present position could be applicable to both Chad and Congo. The debates and training material shared during the study tour influenced local content implementation in the Congo the design of the Chadian law on local content. Furthermore, the Angolan Oilfield Services Company CIMEL expressed its interest in networking with Congo's delegation to explore business opportunities and similarly interests were expressed from the project's participants in developing partnerships with Angolan institutions.

Observations

Successful partnerships have been developed with international institutions for training as well as study tours and at the regional level with UNECA to harmonise working relationships in the extractive sectors. Building partnership often takes time which explains the number of unsuccessful attempts with other institutions. The beneficiary countries should probably build on the networks developed and constantly keep discussing with the contacted institutions with the aim of developing future programmes in the extractive sector.

Both tours were highly appreciated by the participants and the main benefit was valuable knowledge from third country experience related to local content, collaboration between government and the private sector, the importance of having the right policies and framework and the inclusion of local companies.

Expected accomplishment 3: Enhanced the capacity of stakeholders to use information on the mineral value chain for gap analysis, informed decision making and identification of niches for local participation.

A3.1 Main activity: Assess the current status of data management in each country and define the standards for local infrastructures, database metadata retrieval and transfer, as well as the Architecture for the application of an operational platform, including interoperability with existing database.

This activity started with some delays due to challenges faced by national consultants in data collection. The concept notes for both Chad and Congo included an assessment of the current status of data management in each country. The assessment revealed a lack of accuracy in collected data, unreliability of data collection methods and absence of transparency. Other challenges noted, included the high costs in establishing a reliable data management process as well as overcoming the sensitivity in sharing data on natural resources. The concept notes also provided the way forward on the definition of standards and the types of data to be collected.

A3.2 Main activity: Develop a platform for: i) information sharing on the mineral value chain that cater for the needs of all the stakeholders; ii) training purposes, gap analysis, informed decision making, transparency platform and tool for identifying opportunities for local participation; iii) dissemination of the templates, guidelines and toolkits on local content and knowledge and experience sharing.

This activity had to be redesigned because of cost implications and the challenges in keeping sensitive data private (geoscience data). Based on needs analysis and discussion with national focal points, a framework for the information sharing platform was developed in the context of the project for both participating countries. The information platform however still contributes to meeting the project's goals by providing information to policy makers and various stakeholders in ECCAS region on ways to enhance development linkages from the minerals resource sector.

The information platform for Chad and Congo: Chad: <https://liensdedev-contenulocal-chad.org/> and Congo: <https://liensdedev-contenulocal-congobrazzaville.org/> provide information on the project's documents, study tour reports and presentations and the relative countries' legislation. These national platforms are yet to contain information on opportunities, employment, pre-qualification documents and bidding opportunities, which should be included by the respective countries. Countries are expected to update these platforms so that decision makers and SMEs are provided with the latest information in the mineral sector

The project final report and stakeholders expressed concern about the sustainability of these data platforms after the project given the human and financial implications. The present situation is that no additional information seems to have been added 6 months after the end of the project.

A3.3 Main activity: Organize three (one per beneficiary country) training sessions with the Multi-stakeholder members to define methodologies for providing reliable data for the information platform; raise awareness and mobilize communities impacted by the extractive activities to provide relevant information for the platform.

Due to delays (challenges in the data collection by national consultants as well as the redesign of this activity), the project managed to organise only one video training session during the project's last regional workshop in Libreville (Gabon) in December 2017. UNCTAD is also in the process of arranging training sessions for the focal points of the beneficiary countries on administrative rights and uploading information so that the platform is always updated. UNCTAD indicated that it is available for any assistance in resolving problems the beneficiary countries might encounter on maintaining the information platform and on administrative rights and uploading information so that the platform is always updated.

Interviewed participants appreciated the setup of the information platform but have indicated that they have not yet been used. These platforms still have to be uploaded with the right information to help policy decision makers and private sector operators.

Overall assessment of project effectiveness:

Shortcomings in fully attaining the objectives of the project indicate an overambitious design where the time frame was considered as too short and unrealistic. The activities concerning the information sharing platform was also underestimated in terms of budget and time.

Although the project was effectively managed and appreciated by a majority of stakeholders (positive response from project surveys and interviews), concerns were expressed on the capacity to absorb the high volume of information provided. This begs the question of the effectiveness of the “capacity-building”/information sharing exercise in terms of knowledge intake and its use.

Task forces in both countries were set up as planned to oversee the development of strategic plans, frameworks and guidelines but stakeholders indicated that their role has been achieved only partially. The task forces are no longer operational in both Chad and Congo. In Congo, stakeholders indicated that the task force met only once and in Chad after 3-4 meetings, the task force never met again (reportedly due to lack of motivation at the national level, absence of cohesiveness among the task force members and shortage of funding from local sources). This situation raises questions about the design/evaluation of the risks such as whether stakeholders were ready for the project and prepared to take it forward.

Stakeholders feel that transforming knowledge into practice may require a timeframe which is well beyond the scope of this project. This project is therefore considered by beneficiaries as a preparatory phase requiring a second phase before policies are developed and implemented which calls for additional support. Angola took 20 years to develop linkages and local content in the mineral sector. Further training and support will therefore be necessary for the ECCAS countries. The oil sector in the participating countries has a longer history with a certain level of operational development but still needs finetuning to boost local content in that sector. The mining sector is on the contrary at its teething stages and would need more support. Greater involvement of the private sector through “capacity-building” and follow up support should be considered.

Based on the reports and feedback from interviews and surveys, there is a general assumption that capacity has been built through increase in knowledge. Acknowledgement of knowledge enhancement does not provide a strong enough evidence that participants are fully equipped to achieve the desired results. No tools have been used to measure the level of absorption of the knowledge and whether acquired knowledge was sufficient to bring about the desired

changes. Participants' reactions immediately after any training or presentation tends generally to be positive after high quality training/presentations. Given that the aim of this project is to achieve medium/longer term results, some form of "capacity-building" measurement mechanism should be considered. A voluntary online self-test mechanism leading to a proficiency certification could be one option inspired by UNCTAD's e-learning website. Another option is a compulsory proficiency test leading to certification after the workshop.

Another issue encountered by the management was the lack of understanding of UN procurement and administration rules by beneficiaries leading to added pressure on the management of the project in terms of time and negotiations.

Efficiency

Project funding and budget utilization

The project completed scheduled activities with only two out of the three participating countries within the scheduled time frame and budget. Despite numerous efforts by the project management to bring Equatorial Guinea on board, the country did not participate as a full beneficiary to the project for political and internal reasons. The project therefore did not manage to achieve the complete desired results but instead increased the number of activities at the regional level to reach a larger audience within the ECCAS community.

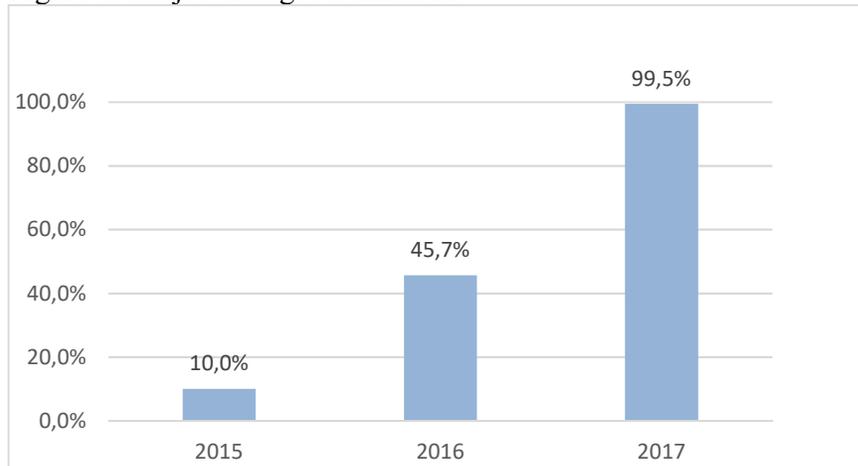
The project was also delayed due to the following external factors: late confirmation of the project budget (March 2015); deployment of the new UN Management System Umoja in November 2015; team rearrangement due to change of the first project officer and engagement of staff in other activities.

A budget utilisation of 99.5% (See graph below) for this project is an indication of financial efficiency, despite the non-participation of one of the three countries. The project team organised additional activities as a result of savings from other expense envelopes which explains the quasi-full utilisation of the budget. A brief analysis of the budget indicates that most of the funds allocated to the different classes were appropriately spent and savings made (13.1% of the total budget on few expenditure envelopes) were reallocated mainly to study tours and additional workshops. The workshops constituted the major share of the project expenses (58% of the budget) followed by expenses for consultants and experts.

Other examples of efficiency were that instead of one regional workshop, the project organised 3 regional workshops back to back with National Workshops, partnered with ELLA to have online training sessions and provided funding for 10 additional stakeholders for a study tour in Angola. A special request was made for funds deployment from General Temporary Assistance to the workshops/study tours envelope to fund the four remaining activities namely study tour to Angola, a final regional workshop, development of two online platforms and the final evaluation. Apart from these reallocations of funds (as detailed above) there were no major issues to be reported.

In some cases, due to price changes, higher expenses had to be incurred for workshops compared with the initial estimates. This led to prudent financial management for other activities.

Figure 3: Project Budget Utilisation



Project Management

The day to day management of the project, carried out by the Special Unit on Commodities (supervised by the Chief of Commodity Policy Implementation and Outreach Section), was commendable especially for its adaptation to external changes (change in scheduled activities with Equatorial Guinea) and finding options to ensure the smooth implementation of the project. The project used UNCTAD internal M&E tools for managing all projects under this division. The project had regular meetings, forward planning sessions, and crisis management meetings whenever required to deal with project implementation issues. The management reported holding regular consultations with stakeholders for the organisation of activities.

The beneficiaries praised the overall management of the project as well as the organisation of the activities and workshops.

At the start of the project an "assistant programme officer consultant" was recruited to manage the project implementation owing to project staff being engaged in other activities. The Consultant was recruited for the periods of September 2015 to October 2016 and from May to November 2017.

The fact that UNCTAD did not have a representative in the field impacted on the time spent on coordination of project activities from the Geneva office, including the organisation of physical site visits.

Training material

Training material as indicated by activities A1.4 of the project (Develop guidelines... as well as training materials for policy makers and local entrepreneurs) was produced as confirmed by the final progress report. The report mentions that it was carried out only for two of the workshops Congo 26-27 September 2016 and Chad 6-8 December. The Evaluation was informed that presentations other than specifically designed training material were used as training material. Stakeholders also indicated difficulties in absorbing the significant amount of information delivered during workshops.

Communication and information dissemination

Communication of the activities was well managed with the regular newsletters being published at each stage of the project. A total of 8 newsletters during the project's life cycle and three annual activity reports for 2015, 2016 and 2017 were published. These documents were systematically being uploaded on the UNCTAD website <http://unctad.org/en/Pages/SUC/Commodities/SUC-Project-1415P.aspx>. All documents/reports produced for the project, most workshop presentations and workshop programmes were published electronically. In addition, two information platforms were developed for Chad and Congo.

Leveraging in-house expertise and internal resources

One of the strong value additions to this project is UNCTAD's wide expertise, practical field experience and a well-developed network of partners in the extractive sector. The knowledge base from Africa in this area as well as having a unit dedicated to commodities has been a vital support to the project. UNCTAD's capacity of looking at the extractive sector through a development perspective rather than focussing on the financing aspect of commodities has also been appreciated by stakeholders.

Sustainability

The sustainability element was integrated in the PD through a six month/one-year sustainability monitoring period (SMP). Similarly, activity 3.3 concerning the data platform, planned six months post-project sustainability monitoring period (SMP) to identify and secure required resources.

While there was a high level of ownership by Chad and Congo through their participation in the workshops, the evaluation was unable to find information indicating any sustainable actions being undertaken at national levels nor any commitment from the ECA, AU or other donors to assist in further "capacity-building". Interviews with the stakeholders indicated that there was little willingness from the beneficiary governments in carrying out work at the level of national task forces. Shortage of funds to mobilise taskforce members and low motivation from national coordinators were cited as being the main reasons for this. Other reasons included coordination and working relationships deficiencies among the institutions and departments at the national level. In both Chad and Congo, taskforces are presently non-operational. The government in Chad is pursuing its own agenda in the mineral sector and its actions are not directly linked to the project. The non-communicative nature of the mineral sector and the weak economic situation were also pointed by stakeholders as other reasons for the absence of motivation for undertaking sustainable actions from the governments.

Stakeholders also mentioned the strong expectations for a follow up project to the present one through UNCTAD or other similar donor funded projects in the extractive sector. The project planned a 6 months/ one-year (the duration is unclear as the project document indicated both durations) post-project sustainability monitoring period (SMP) aimed to design, identify and secure required financial resources. This led to the development of a follow up project proposal which is still under consideration. Actually, Chad and Congo have provided inputs to UNCTAD for a new project proposal focussing on enhancing private sector capacities in ECCAS countries to capture opportunities in the extractive sector.

The common perception that development projects end up having follow-up phases (financed by donor agencies) may have contributed to a lack of initiative from national governments to seek local resources.

A collaborative approach with stakeholders during the design process could have been helpful in assessing the level of commitment from governments and finding solutions for stronger partnership in the establishment of a sustainability plan. Hence, the assumptions for sustainability of the project were clearly overstated as no concrete actions are reported to have been taken at the national level.

Impact

This project was mainly focussed on “capacity-building”, building partnerships and developing a data platform. Immediate results indicate increased knowledge on local content and SME inclusion in the extractive sectors, “capacity-building” regarding best practices in the extractive sectors on domestic production linkages, some level of partnerships with national, regional and international organisations and the setup of a data repository for information sharing. One of the direct positive consequences of the “capacity-building” has been the changes in the redrafting of a bill on local content and passed into a law in Congo in 2016.

The development and implementation of strategies in bringing about the required change at the policy level is however yet to be seen. The impact resulting from the “capacity-building”, development of partnerships and benefits of the data platform is too early to be witnessed. This is a long-time process which is beyond the scope of this evaluation. It is therefore premature at this stage to appreciate any substantive impact of this project.

Gender and human rights

The PD stressed that women should be included in national-level policy dialogues and community-level consultations on local participation. The 2015 and 2016 annual reports had already observed a lower level of participation of both women and youth in the project’s activities. Efforts were therefore made in 2016 to include women in the Congolese “task force” and resulted in the appointment of the focal point from the Ministry of Women Promotion and Development.

Table 2 below provides an illustration of low levels of women participation in the 9 activities carried out by the project except for one study tour. Women involvement in the project ranges from 10% to 36% for the workshops. The study tours managed to maintain gender balance as they had fewer participants.

Table 2: Participation levels in the project’s activities

Workshop	Total	Male	Female	% of Women
Regional Workshop CHAD 25-30 November 2015	29	26	3	10%
National Workshop, CONGO 26-27 September 2016	41	29	6	15%
Regional Workshop, CONGO 28-30 September 2016	117	94	23	20%
National WORKSHOP CHAD 6-8 December 2016	72	68	4	6%
National WORKSHOP Equatorial Guinea Malabo, 15 - 17 Feb 17	50-60	30-40	20	36%
National WORKSHOP, Congo 15-19 May 2017	100	70-80	20	20%
Regional WORKSHOP, GABON, Libreville 5-7 December 17	44	31	13	30%
Study Tour				
Angola 6-10 Nov 2017	28	19	9	32%
Ecuador, November 6th – 15th, 2016	4	2	2	50%
TOTAL Project				20.4%

Stakeholders confirmed that extractive sectors have predominantly been male dominated hence the lower participation of women. Increasing the percentage of women in policy decisions linked to the extractive sector should probably be part of a medium/long term strategy through active and effective communication campaigns. The participation of women in SME for the development of linkages should also be encouraged to increase gender participation.

Youth participation in the project has also been weak. There are no statistics to illustrate this trend, but all three project progress reports (2015, 2016, 2017) underline this shortcoming except for the participation of a group from the university in one of the workshops in Congo and the appointment of a representative of youth (le Conseil National de la Jeunesse) in the Congolese task force. Sustained awareness campaigns and training should be undertaken to gradually attract young entrepreneurs in this sector.

The issue of human rights was not discussed as a topic on its own in this project but was linked to the environmental sector. The project has raised the importance of equitable development in the extractive sectors with the overall objective of supporting economic development.

The issues of protection to the environment were not part of the main agenda but environment related subjects were presented and discussed during some of the workshop sessions.

The GRAMP/TC (Groupement de Recherches Alternatives et de Monitoring de Projet Pétrole Chad-Caméroun) shared its experience on the topic with stakeholders in one of the workshops in Chad and Congo. During the study tour to Ecuador and Angola, environmental protection and Corporate Social Responsibility (CSR) programmes issues were discussed. Workshops created awareness and encouraged commitment over oil spill issues given that environmental standards are part of the requirements of multinationals to grant contracts to SMEs in the oil value chain. At the regional level, beneficiary countries were encouraged to exchange regional environmental best practices with the aim of providing solutions to enhance development linkages.

The Congolese and the Chadian national task forces benefitted from “capacity-building” on environmental policies related to the extractive industry. Presentations on environmental standards were carried out by experts from Agostinho Neto University, Central African Economic and Monetary Community (CEMAC) and ECCAS. Other discussions included

presentations on the importance of environmental protection clauses in the legislative framework to reduce tendency for oil companies to monitor areas in which they are operating.

Aspects of human rights were also presented in the first workshop indicating its linkages with the extractive activities.

Partnerships and synergies

Throughout the project both formal and informal partnerships as well as synergies have been developed with national, regional and international institutions. Formal collaborations were established mainly in areas of training in the mineral sector. These consisted of “capacity-building” in local content, technical areas and laws pertaining to the mineral sector. An online training on local content development was provided and one of the study tours was the result of a partnership with ELLA (Evidence and Lessons from Latin America). In Angola, the Centre for Social and Legal Studies (CEJES) at the University Agostino Neto (UAN) collaborated with the project during one of the study tours on training methods to upgrade local skills of the local entrepreneurs and presented its special assistance programme for SMEs to participate in the sector. This resulted in an informal partnership with CEJES to replicate the training centre activities in their mineral resources sector.

At the regional level UNCTAD and UNECA collaborated to harmonise technical resources and “capacity-building” programmes in the extractive sectors. This partnership also resulted in the organisation of the workshop in Equatorial Guinea, which was focussed on contract negotiation.

The partnership with ECCAS (the beneficiary regional organisation) was critical for the planning of regional activities and the development of a regional road map to enhance development linkages in the extractive sector.

Other collaborations attempts were made with the following institutions which unfortunately did not materialise (The various reasons include, timing and budget, risk of duplication, delays, change of staff and internal organisational and administrative issues see above Effectiveness A 2.2).

The project managed to initiate informal yet important relationships with local institutions, government departments and regional organisations. The building of relationships, of public-public and public-private institutions, regarding countries participating in this project (considered presently as weak and still in very early stages) was important especially regarding low levels of sustainability associated with the project. This project is therefore an indication that such similar initiatives should be developed to help national institutions to know and understand each other and have a broader perspective of development in the extractive sector.

III. CONCLUSIONS

The evaluation concludes that the project was in line with the UNCTAD's mandate and relevant to a current identified problem in the mineral sector in the context of the ECCAS countries. This project is considered to be the first one for ECCAS countries regarding the development linkages between the extractive sector and the rest of the economy. Overall, the project was appreciated by stakeholders as they claimed to have benefitted from increased knowledge in a wide range of areas, best practices and experiences related to the extractive sector. The project was instrumental in developing partnerships with regional and international institutions leading to the organisation of study tours which were considered as the added value to the project. They contributed to sharing of information, ideas and experience, "capacity-building" and discussions on further collaboration. The project indirectly also helped to initiate communication between government and private sector institutions within the participating countries. UNCTAD's role was key in the implementation of the project due to wide experience and well-developed network in the mineral sector.

Equatorial Guinea did not participate in the project despite repetitive efforts from the project team thus affecting the project's overall effectiveness. The project team was nevertheless successful in finding alternatives, in organising additional activities and completing the project within the scheduled time frame. The design of the project was optimistic in evaluating some of the risks involved. Moreover, in the absence of monitoring tools, claiming an increase in knowledge should be considered with caution. It will probably be a test of time. It is also premature at this stage to identify any impact

There is a clear indication of sustainable actions by UNCTAD to ensure that support momentum to ECCAs counties is maintained as a follow up project proposal is currently under consideration for funding. Bolder initiatives should be taken at the national levels as no concrete actions have been undertaken to ensure the future implementation of the project indicating that the project was over-optimistic in correctly evaluating some of the potential risks in ensuring the project's sustainability. Stakeholders expressed the need for, additional support through UNCTAD or other development partners to attain longer term objectives to develop the linkages sector.

IV. RECOMMENDATIONS

Recommendations

Key Recommendations

1. UNCTAD to consider more in-depth risk analysis and involve beneficiaries (public and private) in the design phase of the project to minimise problems and avoid overambitious design;
2. UNCTAD management and UN Department of Economic and Social Affairs managing the Development Account to develop tailored results-based management approaches for measurement of the effectiveness of “capacity-building” activities:

Important Recommendations

3. To ensure sustainability, UNCTAD should involve more beneficiaries during the design process and consider developing follow up action plans to get beneficiary ownership and commitment;
4. UNCTAD to develop more partnerships with regional and international organisations to enable ECCAS countries to learn from experiences in other countries;

General Recommendations

5. To increase effectiveness and sustainability, UNCTAD to consider mechanisms and modalities to capacitating more women and encourage their participation in relevant activities:

V. LESSONS LEARNED

Involve stakeholders in the design process

Based on the observations of this project, it would be advisable to include stakeholders (including the private sector) in the design process. Although briefing sessions were carried out at the start of the project with the diplomatic missions in Geneva, had the project involved the stakeholders in the design process it would have had a better understanding of the risks involved and the level of commitment from the beneficiary countries to develop sustainable actions.

The necessity of measuring the effectiveness of “capacity-building”

There is a general assumption that “capacity-building” activities automatically lead to increase in knowledge and enables the beneficiaries to carry out tasks which they have been trained for. A “capacity-building” project should firstly ensure that the right person is being trained and secondly evaluate extent to which the knowledge provided has been absorbed. Acknowledgement is not a sufficient proof of an increase in knowledge. It is crucial that tools for measuring and testing knowledge be developed by future projects to assess the overall effectiveness of the intervention.

Structured capacity-building delivery

Stakeholders felt that sometimes workshops had too many presentations which impacted on their assimilation capacity. As suggested by the surveys, more time should be dedicated to discussions. Future projects should consider the provision of the right balance of information delivery based on the type of audience concerned, which could directly influence the effectiveness of the project.

Disconnection between Government departments, private sector and academia

The absence of sustainable actions and the inactivity of the task forces is mainly linked to the low level of interaction amongst national institutions in the extractive sector. This project has been an ice breaker regarding relationships between various stakeholders. Through its activities, the project managed to bring national and regional institutions together. For example, the study tours (as a result of collaboration with international organisations) have been regarded as one of the highlights of the project in terms of visual impact, interaction with participants from other countries as well as knowledge acquired. It is important that more study tours be organised for stakeholders in the mineral sector. Participants felt for the first time that this sort of platform should be encouraged.

The private sector remains the most important partner and beneficiary of economic development activities but their participation in the project has been quite weak. Although the focus of this project is more on the government, constant interaction with the “End Consumers” has to be maintained.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

External Evaluation of Development Account Project 1415 P Strengthening the capacity of the Economic Community for Central African Member States to enhance development linkages from the mineral resources sector

1. Introduction and Purpose

This document outlines the Terms of Reference (TOR) for the final independent project evaluation for the United Nations Development Account (UNDA) funded project titled “Strengthening the capacity of the Economic Community for Central African Member States to enhance development linkages from the mineral resources sector.”

The UNCTAD Evaluation and Monitoring Unit (EMU), in close collaboration with the Special Unit on Commodities (SUC), will undertake this evaluation.

This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of UNCTAD assistance. By carrying out this evaluation, UNCTAD plans to assess its work, to learn lessons, to receive feedback, appraisal and recognition, as well as to mobilize resources by showing the possible attribution of achievements to the programme. The evaluation will systematically and objectively assess project design, project management, and project performance. The evaluation will provide assessments that are credible and useful, and also include practical and constructive recommendations, in order to enhance the work of UNCTAD in this area.

The evaluation will provide accountability to UNCTAD management, the Capacity Development Office/Development Account of DESA, project stakeholders, as well as UNCTAD's member States with whom the final evaluation report will be shared.

2. Project Background

Countries in the Economic Community for Central Africa States (ECCAS) have the reputation of being well endowed with natural resources while remaining desperately poor. This observation has triggered the SUC to initiate this project in order to develop the capacities of policy makers in these countries to design and implement inclusive strategies and policies with the aim of creating development linkages between the extractive sector and the rest of the economy. More concretely, the project aims at contributing to setting the appropriate legal framework and other regulatory instruments in order to facilitate the participation of Small and Medium Enterprises (SMEs) in taking up activities such as construction, processing, logistics, marketing, and others.

3. Scope of the Evaluation

The evaluation will cover the duration of the project from January 2015 to December 2017. The evaluation is expected to deal with the following questions under the below criteria:

a) *Relevance*

- Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of the Economic Community for Central African Member States, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?
- Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?
- What is UNCTAD's comparative advantage in this area and to what extent did this project maximize it?

b) *Effectiveness*

- Have the activities achieved, or are likely to achieve, planned objectives and outcomes 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?
- Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out inclusive strategies and policies with the aim of creating development linkages between the extractive sector and the rest of the economy have been improved?
- How have the different activities complemented each other in the capacity building of the project beneficiaries?
- What are the lessons learned or best practices for similar future interventions?

c) *Efficiency*

- Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes 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?
- Has the project timeline been affected by possible constraints/problems? If so, how have these affected project objectives and have they been addressed in an appropriate manner?

d) *Sustainability*

- Is there evidence that national counterparts and regional partners are committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced?
- Have 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 and capacity gained in the project for future similar interventions to be carried out by UNCTAD?

e) *Gender and human rights*

- To what extent the design and implementation of the project incorporated gender mainstreaming considerations, and can evidence be identified in this regard?
- How have the beneficiaries been sensitized on the gender dimension of development linkages from the extractive sector and their impact on gender equality?
- To what extent does the project advance UNCTAD's efforts to promote equitable trade and sustainable development?

f) Partnerships and synergies (optional)

How has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector?

Deliverables and Expected Outputs

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;

Three deliverables are expected out of this evaluation (following EMU templates):

An inception report³;

A draft evaluation report; and

3) The final evaluation report⁴

The inception report should summarize the desk review and specify the evaluation methodology, determining thereby the exact focus and scope of the exercise, including the evaluation questions, the sampling strategy and the data collection instruments.

The final report of the evaluation must be composed of the following key elements:

- 1) Executive summary;
- 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; and

³ 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

⁴ Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

4) Conclusions and recommendations drawn from the assessments.

All the evaluation assessments must be supported by facts and findings, direct or indirect evidence, and well-substantiated logic. It follows that proposed recommendations must be supported by the findings and be relevant, specific, practical, actionable, and time-bound recommendations.

Methodology

The evaluation will be undertaken through a triangulation exercise of all available data to draw conclusions and findings. The 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.

As part of the desk review, which will lead to an Inception Report, the evaluator will use the project document as well as additional documents such as mission reports; progress reports, financial reports, publications, studies - both produced under the project as well as received from national and regional counterparts. An exhaustive list of donors, project beneficiaries as well as other partners and counterparts involved in the project will be provided to the evaluator.

The evaluator will further elaborate on the evaluation methodology in an Inception Report, determining thereby the exact focus and approach for the exercise, including developing tailor-made questions that target different stakeholders (based on a stakeholder analysis), and developing the sampling strategy and identifying the sources and methods for data collection. The methodology should follow the UNCTAD Inception Report Guidelines.

The evaluator is required to submit a separate final list of those interviewed in the Annex of the evaluation report. The evaluator should ensure a wide representation of stakeholders, bearing in mind the need to include those in a disadvantaged or minority position as appropriate.

4. Description of Duties

The evaluator reports to the Chief of EMU. S/he will undertake the evaluation exercise under the guidance of the EMU and in coordination with the project manager. The evaluator is responsible for the evaluation design, data collection, analysis and reporting as provided in this TOR. The evaluator will submit a copy-edited final report to UNCTAD.

The evaluator shall act independently, in line with United Nations Evaluation Group (UNEG) Ethical Guidelines and in her/his capacities and not as a representative of any government or organisation that may present a conflict of interest. S/he will have no previous experience of working with the project or of working in any capacity linked with it.

The evaluator should observe the UNEG guidelines, standards⁵, and norms⁶ for evaluations in the UN system, as well as UNCTAD's Evaluation Policy⁷, in the conduct of this assignment. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.⁸ 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 desk review documents (following EMU desk review documents guidelines), contact details of project stakeholders as well as any additional documents that the evaluator requests. It is 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. The project team will review and provide comments on the inception, draft and final reports with a view on quality assurance and factual accuracies.

The EMU acts as clearing entity during the main steps of this evaluation. It endorses the TOR and approves the selection of the proposed evaluator. EMU reviews the evaluation methodology, clears the draft report, performs quality assurance of the final report and participates in disseminating the final report to stakeholders within and outside of UNCTAD. EMU engages the project manager throughout the evaluation process in supporting the evaluation and validating the reports.

5. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place from December 2017 to March 2018.

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

Note:

*: Subject to funding availability, the evaluator may need to travel to Geneva to meet with project staff. The draft report should be presented to the EMU and relevant stakeholders for quality assurance and factual corrections at least 3 weeks before the deadline for the submission of the final report.

⁵ "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22;

⁶ "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21;

⁷ "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.

⁸ "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>.

Monitoring and Progress Control

The evaluator must keep the EMU informed of the progress made in the evaluation on a regular basis.

The evaluator will submit the inception report on 15 January 2018.

The evaluator will also present the draft report to the EMU 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 2 weeks). To this end, a draft of the report must be presented by 28 February 2018 for quality assurance by the EMU and factual clarification by the project manager, before submission of the final report.

The deadline for submission of the final report will be 20 March 2018. The contract concludes, and payment issued, upon satisfactory receipt of the final report.

6. Qualifications and Experiences

- **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 oil and mining sectors in Central Africa. Demonstrated knowledge of regulatory and monitoring issues is required. Experience in gender and human rights mainstreaming is desirable.
- **Language:** Fluency in oral and written English and French. French will be necessary to communicate with the beneficiary countries and regions of the project.

7. 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.

8. 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:

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

⁹ 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.

9. 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; and
- A sample of a recent evaluation report.

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

The deadline for submitting the applications is 20 November 2017. UNCTAD reserves the right to close the application before the indicated date if a suitable candidate is found.

ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Field Interviews

A list of questions based on the evaluation criteria have been developed in the evaluation matrix. For each criterion, a series of evaluation questions have been developed which helped in assessing the overall project.

This section shows tailored evaluation questions targeted to specific groups of stakeholders during this evaluation exercise.

In this evaluation 2 categories of stakeholders were targeted:

	Stakeholder Category	Subgroups
1.	UNCTAD Project Management Team	UNCTAD Addis Ababa Office
2.	Country Beneficiaries	Government Officers, Civil Society, Private sector, RECS

Interview Guide

Guide d'Entretien – Participants/Bénéficiaires

PERTINENCE
1. Est-ce que la conception du projet, le choix des activités et les résultats atteints reflètent et répondent correctement aux principaux besoins de développement des pays africains ?
2. Le projet est-il cohérent avec d'autres initiatives similaires ? Y a-t-il eu des duplications d'activités ?
3. Quel est l'avantage comparatif de la CNUCED dans ce domaine et dans quelle mesure ce projet cet avantage a-t-il été maximisé ?
EFFICACITE
4. Dans quelle mesure les activités ont-elles atteint, ou sont susceptibles d'atteindre, les objectifs et résultats du projet ? comment avez-vous personnellement bénéficié du projet ?
5. Indiquer le degré de satisfaction des bénéficiaires par rapport aux activités organisées par le projet et la qualité des résultats ?
6. Votre pays a-t-il mis en œuvre des changements au niveau national à la suite de ce projet ?
7. Est-ce que selon vous le projet a été bien géré ?
8. Quelles sont les leçons ou les meilleures pratiques retenues pour des interventions futures similaires ?
9. Donner des indications pour démontrer que les homologues nationaux et les partenaires régionaux sont déterminés à continuer à travailler au-delà du projet ? Est-ce que des ressources sont disponibles pour les projets à venir ?
EFFICIENCE
10. Comment évaluez-vous la qualité de l'assistance technique et la qualité des documents produits dans ce projet ?
IMPACT
11. Selon vous impact du projet au niveau personnel/ du pays
12. Le projet a-t-il permis aux décideurs politiques, aux spécialistes techniques et aux institutions nationales des pays de la CEEAC participant à ce projet de renforcer les liens de production nationaux avec le secteur des ressources minérales ?
13. Est-ce qu'il y a des facteurs externes qui ont influencé positivement ou négativement ce projet ?
VIABILITE/PERENNITE
14. La conception du projet a-t-elle contribué à assurer la pérennité du projet au niveau national ?
15. Y a-t-il un fort sentiment d'appartenance au niveau national ?
16. Y a-t-il eu une initiative au niveau national pour soutenir / assurer la pérennité du projet sur le plan financier et technique ?
GENRE ET DROITS HUMAINS
17. Dans quelle mesure la conception et la mise en œuvre du projet ont-elles intégré la représentation et l'égalité du genre ? Donner des exemples ?

18. Comment les bénéficiaires ont-ils été sensibilisés à l'importance de la participation des femmes / des hommes dans le renforcement des capacités sur les liens économiques avec les activités liées à l'exploitation minière ?

19. Ratio des participants H / F dans les différentes activités et considération du genre dans la sélection des participants ?

20. Le projet assure-t-il le respect et le développement équitable des droits de l'homme et comment est-il lié à la croissance des revenus ?

PARTENARIATS ET SYNERGIES

21. Comment le projet a-t-il développé des partenariats avec des homologues nationaux et régionaux, la société civile et / ou le secteur privé ?

22. Des efforts ont-ils été faits pour associer les agences travaillant sur des questions similaires au cours du projet ?

ANNEX III. BIBLIOGRAPHY

	Document - Name
1.	Renforcer les liens de développement dans la CEEAC, riche région minière Projet 1415P Financé par le Compte pour le développement des Nations Unies 2015-2017. Le contexte de la République du Congo en vue de la mise en œuvre du projet 1415P. Rapport National d'Evaluation Inès Féviliyé, Mars 2017
2.	Review of UNCTAD efforts to strengthen commodity production in commodity-dependent developing countries and improve food security and export competitiveness in light of the post-2015 Sustainable Development Goals. Note by the UNCTAD secretariat
3.	Recent developments and new challenges in commodity markets, and policy options for commodity-based inclusive growth and sustainable development. Note by the UNCTAD secretariat Executive summary
4.	Extractive Industries: Optimizing Value Retention in Host Countries, Claudine Sigam and Leonardo Garcia, Unctad, New York And Geneva, 2012
5.	Rapport sur l'état des lieux relatif au contenu local du Tchad et contribution à son amélioration. Rapport National d'Evaluation. Samuel Safo Tchofo, août 2017
6.	État des lieux de la responsabilité sociale des entreprises de l'industrie extractive en Afrique Centrale et au Tchad: politiques et Initiatives. Rapport national d'évaluation. Yorbana Seign-Goura. Octobre 2017
7.	UNCTAD, Trade and Development Board, Sixty-fourth session, Geneva, 11–22 September 2017. Item 9 of the provisional agenda. Establishing development linkages in the extractive industry: Lessons from the field
8.	Annual Progress Report. 9th Tranche Development Account Project. UNCTAD 01/2015 - 12/2015
9.	Annual Progress Report. 9th Tranche Development Account Project. UNCTAD 01/2016 - 12/2016
10.	Annual Progress Report. 9th Tranche Development Account Project. UNCTAD 01/2017 - 12/2017
11.	Lettre d'information Numéro 1: octobre 2015
12.	Lettre d'information Numéro 2: decembre 2015
13.	Lettre d'information Numéro 3: avril 2016
14.	Lettre d'information Numéro 4: octobre 2016
15.	Lettre d'information Numéro 5: janvier 2017
16.	Lettre d'information Numéro 6: mars 2017
17.	Lettre d'information Numéro 7: juillet 2017
18.	Learning Alliance on Local Content in the Oil and Gas Sector. Key Lessons and Reflections on the Study Tour to Ecuador: Planning for Diversification November 6th – 15th, 2016, Quito, Ecuador. ELLA
19.	Strengthening development linkages from the mineral resource sector in the Economic Community of Central African States Study tour report Luanda, Angola, 6-10 November 2017. UNCTAD.
20.	Video - Interview with Project participant Mrs Valérie Commelin
21.	Rapport : Voyage d'étude à Quito en Equateur du 06 au 15 Novembre 2016, Hisseine Tchaguidi Yousouf Seid, Tchad
22.	Equatorial Guinea, Mission Report, Taro Boel, Associate Economic affairs officer, (12.02.2017 - 18.02.2017)
23.	Video Interview Mrs Valérie Commelin
24.	Mission Report: Taro Boel, Associate Economic affairs officer, SUC (12.02.2017 - 18.02.2017)
25.	Activités du Groupe de Travail de la République Du Congo. Projet CNUCED/Effets structurants des secteurs pétrolier et minier sur l'économie nationale Brazzaville, le 05/09/2017

26.	Plan de Renforcement des Capacités des Industries Extractives Locales au Tchad - Nourene Souleymane Ibrahim
27.	Atelier de formation sur la gouvernance de la chaîne de valeur dans le secteur extractif : Renforcement des capacités institutionnelles et humaines- 15-19 mai 2017, Brazzaville, République du Congo- Actions Identifiées
28.	Feuille de route du projet élaborée lors de l'atelier national tenu du 26 au 30 septembre 2016 à Brazzaville, Congo
29.	Feuille de route du projet établi lors de l'atelier tenu du 25 au 30 novembre 2015 à N'Djamena, Tchad
30.	Plateforme d'échange d'informations sur le thème : "Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale", République du Congo, CNUCED
31.	Establishing development linkages in the extractive industry: Lessons from the field. UNCTAD, 10 July 2017
32.	État des lieux de la responsabilité sociale des entreprises de l'industrie extractive en Afrique centrale et au Tchad : Politiques et initiatives, Rapport national d'évaluation, Yorbana Seign-Goura, Octobre 2017
33.	Rapport d'Analyse du contexte socio-économique en vue de la mise en œuvre du projet au Tchad, Rapport national d'évaluation, Antoine Dougjidjingo, mars 2017
34.	Review of UNCTAD efforts to strengthen commodity production in commodity-dependent developing countries and improve food security and export competitiveness in light of the post-2015 Sustainable Development Goals. Note by the UNCTAD secretariat 11 February 2016
35.	Annual Progress Report 9 th Tranche Development Account Project 1415P, 01/15 - 12/15 UNCTAD
36.	Annual Progress Report 9 th Tranche Development Account Project 1415P, 01/16 - 12/16, UNCTAD
37.	Annual Progress Report 9 th Tranche Development Account Project 1415P, 01/15 - 12/15, UNCTAD
38.	Final Report for the 9 th Tranche of the Development Account 1415P, 01/15 - 12/17, UNCTAD
39.	Learning Alliance on Local Content, Study Tour to Ecuador, ELLA, 07-14 November, 2016
40.	Plateforme d'échange d'informations sur le thème : « Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale » TCHAD
41.	Strengthening development linkages from the mineral resource sector in the Economic Community of Central African States, Study tour report, Luanda, Angola, 6-10 November 2017
42.	Voyage d'étude à Quito en Equateur du 06 au 15 Novembre 2016, Tchad Hisseine Tchaguidi Yousouf Seid
43.	Learning Alliance on Local Content in the Oil and Gas Sector, Key Lessons and Reflections on the Study Tour to Ecuador: Planning for Diversification, November 6th – 15th, 2016, Quito, Ecuador
44.	Establishing development linkages in the extractive industry: Lessons from the field, Trade and Development Board, 10 July 2017, Sixty-fourth session, Geneva, 11–22 September 2017
45.	Établir des liens pour le développement dans le secteur extractif : Les leçons du terrain, Conseil du commerce et du développement, Soixante-quatrième session, Genève, 11-22 septembre 2017
46.	Recent developments and new challenges in commodity markets, and policy options for commodity-based inclusive growth and sustainable development, Note by the UNCTAD secretariat Trade and Development Commission, Multi-year Expert Meeting on Commodities and Development, Eighth session, Geneva, 21–22 April 2016
47.	Congo, Feuille de route du projet élaborée lors de l'atelier national tenu du 26 au 30 septembre 2016 à Brazzaville
48.	Feuille de route du projet établi lors de l'atelier tenu du 25 au 30 novembre 2015 à N'Djamena, Tchad
49.	UNCTAD - Strengthening Development Linkages from the Mineral Resource Sector in ECCAS Countries, Regional Workshop, Brazzaville, Republic of the Congo, 28 to 30 September 2016, Contenu local regional, by M. Jonathan Ndoutome Ngome, Docteur en géopolitique et géostratégie du pétrole
50.	Strengthening Development Linkages from the Mineral Resource Sector in ECCAS Countries, Regional Workshop, Brazzaville, Republic of the Congo, 28 to 30 September 2016, <i>Extractive Industries and Sustainable Job Creation</i> , by Ms. Yanchun Zhang, Chief, Commodity Policy Implementation and Outreach Section Special Unit on Commodities, UNCTAD
51.	Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale, Atelier régional Brazzaville, République du Congo 28 au 30 septembre 2016, <i>Capacités industrielles et intégration dans les chaînes de valeur globales</i> , Par Jules Rommel Touka, Expert Macroéconomiste
52.	Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale, Atelier régional Brazzaville, République du Congo 28 au 30 septembre 2016

	<i>Partenariats Stratégiques pour le Développement des Compétences dans le Secteur des Hydrocarbures en Angola: CEJES UAN et BP, Étude de cas: Maîtrise en droit et gestion de l'industrie du pétrole et du gaz naturel</i> , par Professeur José Octávio Serra Van-Dúnem CEJES Faculdade de Direito da Universidade Agostinho Neto, Angola
53.	Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale, Atelier régional Brazzaville, République du Congo 28 au 30 septembre 2016 <i>Le rôle des institutions</i> par Guillermo Mangué Nnandongo, Consultant indépendant, Caracolas, Malabo, Guinée équatoriale, CNUCED
54.	Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale, Atelier régional Brazzaville, République du Congo, 28 au 30 septembre 2016, <i>Participation de la société civile dans le secteur minier et pétrolier au Tchad</i> par Dr Antoine Doudjidingao, Economiste, Consultant national, CNUCED
55.	UNCTAD - Strengthening Development Linkages from the Mineral Resource Sector in ECCAS Countries, Regional Workshop, Brazzaville, Republic of the Congo, 28 to 30 September 2016, <i>Basic Education: A prerequisite for skills development in Africa's mineral resource sector</i> by Prof. Elijah Dickens Mushemeza (PhD), Senior Research Fellow Advocates Coalition for Development and environment (ACODE) Kampala, Uganda
56.	CNUCED Atelier de formation sur la gouvernance de la chaîne de valeur dans le secteur extractif: renforcement des capacités institutionnelles et humaines, 15-19 mai 2017, Brazzaville, République du Congo, ACTIONS IDENTIFIÉES
57.	CNUCED, Améliorer les effets structurants du secteur des ressources minérales dans les pays de la Communauté économique d'Afrique centrale, Plan de Renforcement des Capacités des Industries Extractives Locales au Tchad par Nourène Souleymane Ibrahim, DGA DU Commerce au Ministère du Développement Industriel, Commercial et de la Promotion du secteur privé
58.	UNCTAD, Strengthening Development Linkages from the Mineral Resource Sector in ECCAS Countries, Regional Workshop, Brazzaville, Republic of the Congo, 28 to 30 September 2016, <i>Governance and Transparency in Revenue Management</i> by Dr Jesse Salah Ovadia, University of Windsor, Canada

ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION

Persons contacted during field Work

Name	Organization	Country	Email	Type of engagement	Position
Mrs. Yanchun Zhang	UNCTAD	Switzerland	Yanchun.Zhang@unctad.org	Project Leader	Chief, Commodity Policy Implementation and Outreach Section, DITC-Commodities Branch
Mr. Taro Boel	UNCTAD	Switzerland	Taro.BOEL@unctad.org	Project Staff	Associate Economic Affairs Officer, DITC-Commodities Branch
Mr. Rachid Amui	UNCTAD	Switzerland	Rachid.Amui@unctad.org	Project Staff	Economic Affairs Officer, DITC-Commodities Branch
Ms. Laina Maia	UNCTAD	Switzerland	Laina.Maia@unctad.org	Project Consultant	Consultant
Mr. Jules Rommel Touka	ECCAS	Gabon	jtouka@cecac-eccas.org	Participant	Statisticien Économiste, Expert Macro-Économiste, Communauté Économique des États d'Afrique Centrale (CEEAC)
Mme Valérie Commelin	SHT	Chad	valerie.adoumai@yahoo.fr	Participant	Conseillère chargée des activités de l'aval pétrolier
Mr. Ted GALOUO SOU	Ministère de l'économie, des finances, du budget et du portefeuille public et de l'intégration	Congo	tedgalouo@outlook.fr	Participant	Directeur des ressources naturelles, Ministère de l'économie, des finances, du budget et du portefeuille public et de l'intégration
Ms. Nelly-Françoise COMTE	Centre d'Echanges et de Ressources pour la Promotion des Actions Communautaires (CERPAC)	Congo	nellytsasa@gmail.com	Participant	Présidente du Centre d'Echanges et de Ressources pour la Promotion des Actions Communautaires (CERPAC)
Mr Florent LAGER	Fédération des mines solides de	Congo	florent.lager@mpdcongo.com	Participant	Administrateur adjoint de MPD

	l'Union interprofessionnelle du Congo (UNICONGO).				Congo, Vice-Président de la Fédération des mines solides de l'Union interprofessionnelle du Congo (UNICONGO).
Mme Aphrodite	Ministère de Hydrocarbures	Congo	laraoddet@yahoo.fr	Participant	Oddet Conseiller aux audits et au contenu local
Mme Edwige Kamitewoko	Université Marien NGOUABI, BP 69 Congo-Brazzaville	Congo	aijiaae@yahoo.fr	Participant	Directrice des relations avec le monde du travail à l'Université Marien N'Gouabi
Mr Hisseine Youssouf	Ministry of the Energy and some Oil	CHAD	mhtysani@yahoo.fr	Participant	Head of division of the Legal Studies and the Dispute

ANNEX V. LIST OF DOCUMENTS DISTRIBUTED AND POSTED ON VARIOUS WEBSITES

All documents related to the project

- <http://unctad.org/en/Pages/SUC/Commodities/SUC-Project-1415P.aspx>
- <http://ella.practicalaction.org/wp-content/uploads/2016/02/20170208-Oil-and-Gas-Local-Content-Study-Tour-Report.pdf>)
- (<http://ella.practicalaction.org/wp-content/uploads/2016/07/20160526-Grupo-Faro-Local-Content-Frameworks-in-Latin-America.pdf>)
- <https://liensdedev-contenulocal-chad.org/>
- <https://liensdedev-contenulocal-congobrazzaville.org/category/emploi/>
- http://unctad.org/en/PublicationsLibrary/ditcommnone2018d6_en.pdf
- http://unctad.org/en/PublicationsLibrary/ditcommnone2018d7_en.pdf
- http://unctad.org/en/PublicationsLibrary/ditcommnone2018d1_en.pdf
- http://unctad.org/en/PublicationsLibrary/sucmisc2017d14_en.pdf
- http://unctad.org/en/PublicationsLibrary/sucmisc2017d6_en.pdf
- http://unctad.org/en/PublicationsLibrary/sucmisc2017d5_en.pdf
- http://unctad.org/en/PublicationsLibrary/sucmisc2017d7_en.pdf
- http://unctad.org/meetings/en/SessionalDocuments/1415P_NewsLetter08_aout_2017.pdf
- http://unctad.org/meetings/en/SessionalDocuments/tdb64d3_en.pdf
- http://unctad.org/meetings/en/SessionalDocuments/1415P_NewsLetter07_juillet2017.pdf
- http://unctad.org/meetings/en/SessionalDocuments/1415P_NewsLetter06_Mars_2017.pdf
- http://unctad.org/meetings/en/SessionalDocuments/1415P_NewsLetter_5_Janvier_2017_final.pdf
- http://unctad.org/meetings/en/SessionalDocuments/1415P_Lettre_information_4_Oct2016.pdf
- http://unctad.org/meetings/en/SessionalDocuments/Lettre_Information_n3_%20Avril2016.pdf
- http://unctad.org/meetings/en/SessionalDocuments/cimem2d33_en.pdf
- http://unctad.org/meetings/en/SessionalDocuments/cimem2d34_en.pdf
- <http://unctad.org/meetings/en/SessionalDocuments/Lettre%20d%27information%20no%201%20Octobre%202015.pdf>
- http://unctad.org/en/PublicationsLibrary/suc2012d1_en.pdf
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=1649>
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=1609>
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=1424>
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=1296>
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=1246>
- <http://unctad.org/en/pages/MeetingDetails.aspx?meetingid=987>