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TRADE AND DEVELOPMENT BOARD

Working Party on the Medium-term Plan and the

Programme Budget

Forty-ninth session

Geneva, 10–14 September 2007

Item 4 of the provisional agenda

**IN-DEPTH EVALUATION OF UNCTAD'S ADVISORY SERVICES
ON INVESTMENT**

Annexes I and II*

* The attached text contains annexes I and II for the document TD/B/WP/196.

In-depth evaluation of the advisory services on investment

Annex I

Terms of reference

A. Mandate

At its twenty-fourth session, in 1994, the working party on the medium-term plan and programme budget of the Trade and Development Board (henceforth, the working party) decided to undertake, in the context of its annual review of technical cooperation activities of UNCTAD, an “in-depth study on a specific technical cooperation programme which would allow the working party to better evaluate the programme, recommend follow-up action and enhance UNCTAD’s comparative advantage”. In accordance with this decision, the secretariat has conducted each year since 1995 an in-depth evaluation for discussion by the working party. At its forty-third session, in 2004, the working party decided to undertake an in-depth evaluation of UNCTAD’s technical cooperation programme that would provide advisory services in the area of investment, for discussion at its session in 2007 dealing with technical cooperation activities.

B. Advisory services on investment

Background material will be provided separately.

C. Scope of evaluation

The evaluation will focus on advisory services provided in the area of investment, namely assistance provided in direct response to policy needs of a beneficiary country or group of countries. It will primarily cover the projects that were implemented since 2000. The evaluation team may nevertheless choose to cover some projects that are not pure advisory services or those implemented before 2000 as they consider relevant and desirable. A list of projects and materials on past activities will be provided to the evaluators. This list includes project documents and reports; material used for activities; resource use information; list of beneficiaries, counterparts and resource persons; and existing evaluation reports and feedback (assessments and letters).

D. Evaluation criteria

The evaluation should examine the following elements:

1. Relevance

- (a) Whether the decisions to provide advisory services were based on appropriate criteria, taking into account the needs of beneficiaries, possible impact and effectiveness of such assistance;
- (b) Whether UNCTAD played the most relevant role in helping the beneficiary countries in view of its expertise, and assistance received by the countries from other development partners;

2. Impact

- (a) To what extent the projects facilitated the development of a conducive investment climate in beneficiary countries, including policy formulation and infrastructure for attracting, negotiating and sustaining investments;
- (b) Under what conditions the assistance yielded the largest impact, and under what conditions they faced problems in making an impact;
- (c) Whether the geographical coverage of projects undertaken is adequate;

3. Sustainability

- (a) Whether the projects were designed and implemented in such a way to ensure maximum sustainability of its impact in developing an investment-friendly environment and competencies of beneficiaries;

4. Effectiveness

- (a) Whether the projects achieved planned objectives and produced mutually beneficial results;
- (b) Whether the scope of the projects were adequate in view of existing resources and expertise;
- (c) Whether the types of interventions selected were most appropriate in achieving maximum effectiveness;
- (d) Whether effective coordination of internal resources and expertise was demonstrated to optimize outcomes for beneficiary countries;

5. Efficiency

- (a) Whether the projects used the most efficient means in delivering the activities, for example, through the use of local resources when appropriate;
- (b) Whether the programme as a whole is managed efficiently with proper accounting of associated costs, and with an effective management of internal resources and expertise;
- (c) Whether project schedules were met or projects were completed within reasonable time parameters;

6. Other issues

- (a) To what extent the projects took into account wider objectives of the United Nations, such as poverty reduction;
- (b) Whether there is cooperation/coordination with other related programmes within and outside the United Nations system (e.g. the Foreign Investment Advisory Service, the Multilateral Investment Guarantee Agency, the United Nations Industrial Development Organization and the Organization for Economic Cooperation and Development).

E. Evaluation method

The evaluation will be conducted by an independent and external evaluation team, composed of a professional evaluator and two experts who are familiar with UNCTAD's intergovernmental mandates and programmes, and can bring in the perspectives respectively of donor and beneficiary countries. The final report is under the collective responsibility of

the evaluation team. The evaluation team will work under the methodological guidance of the Evaluation and Planning Unit (EPU), Division of Management.

The evaluation activities will be composed of:

- (a) Study of relevant materials available;
- (b) Collection and analysis of evidence;
- (c) Interviews with direct beneficiaries and other relevant stakeholders in the field;
- (d) Interviews with representatives of member States at Geneva;
- (e) Interviews with relevant UNCTAD staff; and
- (f) Questionnaires as may be required.

The evaluation team could organize a few field trips to conduct interviews with beneficiaries and other relevant stakeholders at the country level and, if desirable and feasible, to observe the programme in action. Destinations will be decided by the evaluation team, in consultation with EPU, based on the initial study of the available documentary evidence. Organization of trips among the team members will also be decided in consultation with EPU, taking into account the budgetary provisions for this purpose. The total duration of the evaluation is estimated to be equivalent to two to three months of full-time work.

F. Outputs

The final output of the evaluation is a report of no more than 16 pages, composed of three parts: (a) Introduction and a brief description of the programmes as necessary; (b) assessments according to the above criteria; and (c) strategic and operational recommendations drawn from the assessments. In the report, all the assessments made by the evaluation team must be supported by facts, direct or indirect evidence, and/or well-substantiated logic. It follows that all the recommendations made by the evaluation team should be supported by the assessments made. The evaluation team is required to submit a separate list of those interviewed for the record. If necessary, the report may be accompanied by a supplement, detailing the findings of the evaluation, and/or supporting materials.

The deadline for submission of the final report is 15 June 2007.

The evaluation team is required to present the report to the working party at its session dealing with technical cooperation in the autumn of 2007 (normally scheduled for September, the exact dates are to be decided) in Geneva.

Annex II

List of interviewees

	Name	Affiliation	Date
UNCTAD			
1.	Nazha Benebbes Taarji	QRW – Jordan	27 March 2007
2.	Kiyoshi Adachi	QRW – Jordan	27 March 2007
3.	Jean-Phillipe Rodde	QRW – Jordan	27 March 2007
4.	Fiorina Mugione	IPR – Ecuador IPR & Investment promotion –Peru	27 March 2007
5.	Marie-Estelle Rey	IIA – Egypt	27 March 2007
6.	Hamed El-Kady	IIA – Egypt	27 March 2007
7.	Jörg Weber	IIA – Egypt	27 March 2007
8.	Paul Wessendorp	Good Governance – Ethiopia	29 March 2007
9.	Lena Chia	IPR – Uganda	3 April 2007
10.	Natalia Guerra	Investment promotion – Peru	3 April 2007
11.	Frank Grozel	Investment Gateway	5 April 2007
12.	Anna Joubin-Bret	IIA – Peru	5 April 2007
13.	Kiyoshi Adachi	Investor confidence survey – Lebanon; QRW – Jordan	3 May 2007
Stakeholders/Beneficiaries			
14.	Darius Kurek, Counsellor	Mission of Switzerland	
15.	Pere Marzabal, Counsellor	Mission of Spain	
16.	Amr Aljowaily, First Secretary	Mission of Egypt	25 April 2007
17.	Carlos Chocano, Minister Counsellor	Mission of Peru	25 April 2007
18.	Fakhry Hazimeh, Counsellor	Mission of Jordan	26 April 2007
19.	Elly Kamahungye Kafeero, First Secretary	Mission of Uganda	
20.	Nada Al Akl, First Secretary	Mission of Lebanon	26 April 2007
21.	Lama Oueijan, Advisor to the Minister of Economy and Trade	Mission of Lebanon	26 April 2007
22.	Carlos Santos	Mission of Ecuador	4 May 2007
23.	Nevine ElShafei, Deputy Chairman	General Authority for Investment (GAFI)	6 May 2007
24.	Wafaa Sobhy, Head of Technical Office of the Chairman	GAFI, Egypt	6 May 2007
25.	Maha Serag Eldin, Senior Economist	GAFI, Egypt	6 May 2007
26.	Moataz Mohamed Ahmed, Economic Researcher	GAFI, Egypt	6 May 2007
27.	Mona Aboul-Kheir, Advisor to the Vice Chairman	GAFI, Egypt	6 May 2007

	Name	Affiliation	Date
28.	Dr. Ashraf Gamal Eldin, Executive Director	Egyptian Institute of Directors	6 May 2007
29.	Ambassador Yasser Atef, Deputy Assistant Minister	Ministry of Foreign Affairs, Egypt	7 May 2007
30.	Heidy Sezzy, First Secretary of the International Economic Relations Department	Ministry of Foreign Affairs, Egypt	7 May 2007
31.	Khaled M. El Taweel, Third Secretary, International Economic Relations Department	Ministry of Foreign Affairs, Egypt	7 May 2007
32.	Ambassador Walid Abdel Nasser, Head of the Institute of Diplomatic Studies	Ministry of Foreign Affairs, Egypt	7 May 2007
33.	Hazem Elwissimy. Advisor to the Chairman for Strategy, Promotion, and International Cooperation	GAFI, Egypt	8 May 2007
34.	Dr. Heba Handoussa, Head (1999)	Economic Research Forum in Egypt	8 May 2007
35.	Ziad Jaradat, Economic Researcher, Foreign Trade Policy and Relations Department	Ministry of Industry and Trade, Jordan	9 May 2007
36.	Dr. Maen Nsour, Chief Executive Officer	Jordan Investment Board	9 May 2007
37.	Dr. Moh'd Nawasreh, Head/Industrial Assessment	National Resources Authority, Jordan	9 May 2007
38.	Mr. Marwan F. Madanat, Investment&International Cooperation Division	Ministry of Industry and Trade, Jordan	9 May 2007
39.	Lotty Andrade, Director General for World Trade	Ministry of Foreign Affairs, Ecuador	21 May 2007
40.	Karina Amaluisa, Director- General of Direccion General de Promocion de Exportaciones e Inversiones	Ministry of Foreign Affairs, Ecuador	21 May 2007
41.	Yvonne Garcés, First Secretary	Ministry of Foreign Affairs, Ecuador	21 May 2007
42.	Marcelo Hurtado, First Secretary	Ministry of Foreign Affairs, Ecuador	21 May 2007
43.	Ruth Arregui, Secretaria Técnica	Ministerios de Coordinacion de la Política Económica y de la Produccion, Ecuador	21 May 2007
44.	Gustavo Guerra	Ministry of Industries and Competitiveness, Ecuador	21 May 2007
45.	Gabriela Fernández, Economist, Direction of Analysis and Economic Policy	Central Bank, Ecuador	21 May 2007

	Name	Affiliation	Date
46.	Pamela Cumba, Coordinator on Investment	CORPEI, Ecuador	22 May 2007
47.	Olga Castro, Legal Advisor	CORPEI, Ecuador	22 May 2007
48.	Pedro Bravo, Counsellor of the General Direction of WTO and International Economic Negotiations	Ministry of Foreign Affairs, Peru	23 May 2007
49.	Ximena Romero	Comunidad Andina	23 May 2007
50.	Dr. Jorge Fernández Baca	Universidad del Pacífico, Peru	23 May 2007
51.	Elvira Méndez Chang, Chief of the Academic Department of Law	Pontificia Universidad Católica del Perú	23 May 2007
52.	Rosario Ikeda	Proinversión, Peru	24 May 2007
53.	Conrado Falco	Proinversión, Peru	24 May 2007
54.	Carlos Herrera	Proinversión, Peru	24 May 2007
55.	Harry Chang	Proinversión, Peru	24 May 2007
56.	José Gonzáles Vigil, Manager of Programmes	UNDP, Peru	24 May 2007
57.	Carlos Ramírez	Ministerio de Economía y Finanzas, Peru	25 May 2007
58.	Javier Roca, Consultor, Direccion General de Asuntos de Economia Internacional, Competencia e Inversión Privada	Ministerio de Economía y Finanzas, Peru	25 May 2007
59.	John Wille, Lead Private Sector Development Specialist, Foreign Investment Advisory Service	The World Bank Group, Washington	29 May 2007
60.	Cecilia Sager, Senior Manager, Foreign Investment Advisory Service	The World Bank Group, Washington	29 May 2007
61.	Celia Ortega, Foreign Investment Advisory Service	The World Bank Group, Washington	29 May 2007
62.	David Bridgman, Foreign Investment Advisory Service	The World Bank Group, Johannesburg	29 May 2007
63.	Abi Woldemeskel, Director General,	Ethiopian Investment Agency	4 June 2007
64.	Mohammed Seid, Director, Planning and Research Department	Ethiopian Investment Agency	4 June 2007
65.	Tedla Teka, Director, Facilitation and After-care Department	Ethiopian Investment Agency	4 June 2007
66.	Yohannes Latamo, Special Assistant to the Director General,	Ethiopian Investment Agency	4 June 2007

	Name	Affiliation	Date
67.	Seyroum Bekele Tekle, Director, Administration & Finance Department, Ethiopian Chamber of Commerce	Ethiopian Chamber of Commerce	4 June 2007
68.	Yirgalem Admassum, Board member	Ethiopian Chamber of Commerce	4 June 2007
69.	Kebede Amede, Project Manager	Ethio-Agri-CEFT Plc, Ethiopia	5 June 2007
70.	Navale Bhausahab, Farm Manager	Holetta Roses Plc, Ethiopia	5 June 2007
71.	K. Karente, Director, Strategic Planning and MIS Division	Uganda Investment Authority	6 June 2007
72.	Lawrence Byensi, Director, Investment Facilitation & After-care Division	Uganda Investment Authority	6 June 2007
73.	Bradford Ochieng, Assistant Director, Investment Promotion Division	Uganda Investment Authority	6 June 2007
74.	Rebecca Nalumu, Investment Executive, Strategic Planning Division	Uganda Investment Authority	6 June 2007
75.	Tisasirana L.K. Commissioner, Economic Development Policy and Research	Ministry of Finance, Planning and Economic Development, Uganda	6 June 2007
76.	Abdul Kasule, AG Secretary General	Uganda National Chamber of Commerce & Industry	6 June 2007
77.	Bogera Joseph, Trade and Project Officer	Uganda National Chamber of Commerce & Industry	6 June 2007
78.	Wasswa Kajubi, Director, Trade and External Debt Dept.	Bank of Uganda	6 June 2007
79.	Susan Lukwago, Deputy Director, Trade and External Debt Dept.	Bank of Uganda	6 June 2007
80.	Dr. David Kihangire, Director, Research Dept.	Bank of Uganda	6 June 2007
81.	Philip Katamba, Senior Principal Banking Officer, Research, Trade and External Debt Dept.	Bank of Uganda	6 June 2007
82.	Patrick Bitature, Chairman	Uganda Investment Authority	6 June 2007
83.	Naveen Krishnan, General Manager	Roofings Ltd, Uganda	7 June 2007
84.	Betty Kajumba, Head, Europe Dept.	Ministry of Foreign Affairs, Uganda	7 June 2007
85.	Nathan Ndoboli, Foreign Service Officer	Ministry of Foreign Affairs, Uganda	7 June 2007

	Name	Affiliation	Date
86.	Prof. Wolfgang Thome, Advisor	Kampala Serena Hotel, Uganda	7 June 2007
87.	George Kimaro, Group Accountant	Kampala Serena Hotel, Uganda	7 June 2007
88.	Andrew Kaggwa, Policy Officer	Uganda Manufacturers' Association	7 June 2007
89.	Prof. Maggie Kigozi, Executive Director	Uganda Investment Agency	7 June 2007