UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

JOINT TERMINAL EVALUATION OF UNIDO PROJECTS:

From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation
(UNIDO project No. TF/GHA/130049)

- Budget: US$1,500,000 (incl. 13% PSC)
- Period covered: May 2013 to October 2014

and

Reintegration for Liberian returnees through skills training and job creation
(UNIDO project No. TF/LIR/120459)

- Budget: $1,500,000 (incl. 13% PSC)
- Period covered: April 2013 to August 2014

JUNE 2014
1. Background and context

Two UNIDO projects were funded by the Japanese Government with an aim to assist the repatriation of the stranded migrants of Liberian origin from Ghana and the reintegration of the former Liberian refugees who have returned to Liberia during the voluntary repatriation exercise conducted by UNHCR. The implementation of these projects started during April – May 2013 and is coming to an end between August – October 2014.

According to the UNIDO Technical Cooperation Guidelines, a project with a budget of more than USD1,000,000 has to have an independent terminal evaluation. As these two projects are funded by the same donor, are closely inter-related in terms of the project objectives, target beneficiaries and planned interventions, and also do have a very similar project schedule, it was decided that the terminal evaluation should be jointly conducted with an aim to analyze the complementarities and synergies created between the projects. The two projects are as follows:

- From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation (UNIDO project No. TF/GHA/130049)

- Reintegration for Liberian returnees through skills training and job creation (UNIDO project No. TF/LIR/120459)

Both projects are funded by the Supplementary Budget of the Japanese Government. While TF/LIR/120459 was submitted as one of the many UNIDO proposals to a call for proposals announced by Japan during summer 2012, TF/GHA/130049 was later requested by the donor specifically to PTC/AGR/AIT to implement under the same budget window.

This joint evaluation, which consists of two separate field missions to Ghana and Liberia, two briefings at UNIDO HQ in Vienna and home-based assignment, will take place over a period of July to October 2014.

The two Liberian civil wars between 1989 and 2003 tore the country apart killing more than 250,000 people and forcing some 750,000 to leave their homes to the neighboring countries including Ghana, Cote d'Ivoire, Guinea, Nigeria, Sierra Leone and Gambia. One of the biggest Liberian refugee camps in the region, Buduburam, located in the suburbs of Accra, Ghana, was opened by the UNHCR in 1990. Since then, the camp has been home to many Liberians.

In prior to these two projects in question, from 2007 and 2011 for more than four years, UNIDO implemented a project, “Assistance to the refugees of the UNHCR settlements in Buduburam and Krisan for their repatriation, local integration and resettlement through micro and small scale enterprises development in Ghana”, funded by the United Nations Trust Fund for Human Security in Buduburam and Krisan refugee settlements in Ghana with a budget of US$1,699,434. The objective of the project was to prepare the refugees for any of repatriation, local integration or re-settlement in the third counties through providing technical and business skills training and promoting self-reliance through livelihood development. The project assisted thousands of Liberian refugees at Buduburam.
during this four-year project. The two new projects are considered to be a follow-up to this earlier UNIDO project.

Following a decade of peace in Liberia, the international community invoked the Cessation Clause on 30 June 2012 finally ending the refugee status of the Liberians who fled their country during the two civil wars between 1989 and 2003. As a result of the cessation, 2012 has seen a surge in the number of returnees with about 29,380 Liberians going back home doubling the initial estimate of 15,000 for that same year. By the end of 2012, UNHCR completed a voluntary repatriation of more than 155,000 Liberians after 23 years from the start of the civil war.

While Liberia is on the way to recovery, the fragile post-conflict setting can put an enormous burden to the country in reintegrating the returnees and providing them with opportunities to secure viable and dignified livelihoods. The baseline profile of the returnees shows that 95% of them are unemployed and does not have any means of livelihood. 60% of the returnees fall under the youth group (15–35 years old) with an average age of 23 years old. This means that majority of the returnees were very young when they left the country and had practically spent their growing up years outside Liberia. While Liberia is home, many of them do not know Liberia. The civil war had broken or dispersed the family and social networks that is expected to provide the social support upon their return. This puts the returnees in a very precarious and vulnerable situation.

UNIDO, together with the Liberia Refugee Repatriation and Resettlement Commission (LRRRC), has been implementing a project in order to help in the socio-economic reintegration of the returnees who had already repatriated to Liberia before the end of 2012, when the UNHCR voluntary repatriation completed, and initially settled in Montserrado where the highest returnee population still lives in the country.

There were roughly 11,000 Liberian refugees in the Buduburam settlement when the invocation of cessation for Liberian refugees was invoked Out of this 11,000, 4,710 refugees were assisted to return to Liberia during 2012 while 4,000 have expressed their wish to locally integrate in Ghana. Another 1,182 refugees were still claiming for exemption from cessation so that they could keep the refugee status and continue to stay in Buduburam. The Government of Liberia planned to issue Liberian passports for the 4,000 refugees who were willing to locally integrate so that these refugees would be provided with residence permits by the Government of Ghana.

Despite the restored stability in Liberia and the unfavourable living and working conditions in exile, as of 2013, even after the completion of voluntary repatriation exercise by UNHCR, there were still about 6,000 Liberians in the Buduburam settlement. According to a recent study the reasons for Liberians continue staying in Buduburam despite the invocation of the cessation clause include the following:

- Feeling of insecurity upon return due to traumatic experiences during the war and not feeling confident that they wouldn’t be persecuted back in Liberia;
- Lack of shelter and housing in Liberia;
- Lack of confidence to set up new livelihoods due to lack of skills;
- Lack of support networks in Liberia to whom to rely on during the initial stages of repatriation.
Those who decide to return to Liberia do it for the following reasons:

- Putting aside the dream of resettlement to a third country;
- Diminishing economic opportunities in Ghana due to reduction in the number of refugees in the refugee camps upon which many people’s livelihoods used to depend on;
- Limited information about the future in Ghana.

Returning refugees and their families have to build up a livelihood – often after many years in the exile and with few technical skills they face large problems in societies where it is difficult to start a small enterprise or to find employment. In most cases, many of them remain un(der)employed for extended periods of time. Additionally, access to land is a major constraint because the land laws are still being updated and the procedures for accessing public land are not yet fully in place.

(1) TF/GHA/130049: From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation

The project strategy builds on UNIDO’s experience from similar projects in post-conflict settings. It will have the following inter-linked components: (1) Mobilization and organization of target beneficiaries; (2) Multi-skills training, and (3) Sustainable livelihoods through incentives: job creation and start-up capital. See section D for details of the different components.

The project strategy is geared towards a rapid visible impact contributing to successful social and economic re-integration of the refugees coupled with a strong emphasis on sustainability beyond the project duration. The key guiding principles during the project implementation are the following:

- Focus on beneficiaries who show willingness to repatriate;
- Equal representation of both genders;
- Focus on skills that are advanced in Ghana but not widely available in Liberia;
- Focus as much as possible on skills required outside Monrovia in order not to further contribute to urban problems of the capital, such as saturated job markets and already large numbers of unemployed youth returning from exile.

The project will link with on-going projects in Liberia, namely: “Promoting Youth Employment in the Mining, Construction and Agriculture Sectors” and “Reintegration for Liberian Returnees through Skills Training and Job Creation”. Most importantly, it will make use of the same office, admin staff, market assessments and training centres/curricula for activities taking place in Liberia.
Outcomes and outputs

Summary of project Outcomes and Outputs:

**Development objective:**
Contribute to the efforts of Ghanaian Government aimed at (i) the reintegration of former refugees in Ghana and their families into life in Liberia and/or (ii) local integration of former refugees into the productive sectors of the society in Ghana

**Immediate objective:**
Provide former Liberian female and male refugees with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods

**Outputs:**

1. Target beneficiaries are mobilized and baseline survey carried out

2. A minimum of 500 beneficiaries, women and men, are provided with multi-skills and advanced skills training.

3. A minimum of 250 beneficiaries, women and men, are provided with sustainable livelihood opportunities through job creation and start-up capital

**Beneficiaries**

It is estimated that approximately 500 beneficiaries will directly benefit from the project. Target beneficiaries will be selected from the refugees currently living in Buduburam camp according to criteria established in the project inception phase. Criteria may include returnees’ willingness and possibility to start a new life in Liberia, number of people in the household and existing level of education. It is expected that a large proportion of the expected beneficiaries are youth, who at Budumburam are unemployed and untrained and often lack the necessary skills for employment. The project aims to have a 50% representation of both genders in its training activities.

The project’s direct beneficiaries include Liberian refugees in Ghana whereas the indirect beneficiaries include the Government of Ghana, the Government of Liberia, foreign and local companies based in Liberia who will have access to skilled labor force, communities and consumers in Liberia who will have access to better service providers and products.

Another set of direct beneficiaries include Ghanaian communities who host Liberian refugees. This approach builds on recommendations from the Embassy of Japan in Ghana as well as the lessons-learnt from the project “Assistance to the refugees of the UNHCR settlements in Buduburam and Krisan for their repatriation, local integration and resettlement through micro and small scale enterprises development in Ghana”.

Details of the project results and indicators are given in the Log Frame attached under Annex 2 below.

**Budget information**
Total Allotment: USD1,500,000 (incl. PSC)
Total Expenditure: USD926,711.81 (incl. PSC as of end April 2014)

Expenditure

The project expenditure as of 11 July 2014 is presented below. The actual figures will be provided close to the project end in September:

<table>
<thead>
<tr>
<th>Released Budget (a)</th>
<th>Unapproved Obligation (b)</th>
<th>Commitments (c)</th>
<th>Payments (d)</th>
<th>Expenditure (c+d)</th>
<th>Funds Available (a-b-c-d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,327,434.00</td>
<td>23,176.72</td>
<td>340,114.04</td>
<td>744,835.36</td>
<td>1,084,949.40</td>
<td>219,307.88</td>
</tr>
</tbody>
</table>

(2) TF/LIR/120459: “Reintegration for Liberian Returnees through Skills Training and Job Creation”.

For the outline of the project, please refer to the Project document and the Inception Report attached in the Annex 5.

Based on the findings of the Inception Mission, the project envisioned to implement the following strategy.

<table>
<thead>
<tr>
<th>WHAT</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Capacity Development</td>
<td></td>
</tr>
</tbody>
</table>
| Foster institutional capacities among training institutions and BDS providers to provide entrepreneurship and vocational training to the returnees for employment or self-employment | • Develop market driven and targeted skills training curricula; introduce the competency-based training approach  
• Develop/adapt UNIDO EDP training programmes  
• Conduct training of trainers on EDP  
• Small equipment support to conduct the skills training |

<table>
<thead>
<tr>
<th>Enhance capacity of LRRRC to implement and coordinate projects/ interventions to assist returnees in their re-integration in the country</th>
<th></th>
</tr>
</thead>
</table>
| • Establish database of LRRRC on the returnees. Data base to include demographic profiles, contact information, skills, training needs and livelihood aspirations  
• Support the institutionalization of the Returnee Reintegration Center to serve as node for returnees’ socio-economic integration services such as: training, job referral services, and access to land outside Montserrado  
• Strengthen the capacity of the Liberia Returnee Network to serve as a coordinating body for the concerns of the returnees and to initiate self-help initiatives among them. |  |

Direct Assistance to the Returnees
Facilitate immediate income generation of the returnees through the provision of short-term, flexible and targeted training.

- Conduct EDP training programmes for those who want to go into business and provide guidance and mentoring services
- Organize, support and conduct market driven skills training programmes for the returnees. All skills training will have an EDP module.
- Provide start-up kits after the skills training to enable the returnees to immediately establish their livelihood activities

Outcomes and outputs

Summary of project outcomes and outputs are as follows:

<table>
<thead>
<tr>
<th>Development Objective: To enhance socio-economic reintegration of Liberian returnees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate Objective: Employability of returnees in the job market increased and/or self-employment initiatives enhanced.</td>
</tr>
<tr>
<td>Outputs: 1) Institutional capacities built to provide entrepreneurship and vocational training to the returnees for employment or self-employment 2) Liberian returnees trained with targeted vocational and entrepreneurial skills and provided job matching or business mentoring services</td>
</tr>
</tbody>
</table>

Beneficiaries

Liberian returnees who fled their country during the two civil wars between 1989 and 2003. Additionally, the project included the local community members as project beneficiaries in order to foster interactions and avoid creating unnecessary tensions between the returnees and local community because of the proposed intervention.

Budget information

| Total Allotment: USD1,500,000 (incl. PSC) |
| Total ExpenditureUSD1,379,249.41 (incl. PSC as of 25 June 2014) |
Expenditure

Expenditures per output

<table>
<thead>
<tr>
<th>Project components</th>
<th>Planned Expenditure (USD)</th>
<th>Expenditure (USD) as of 25 June 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1: Institutional capacities built to provide entrepreneurship and vocational training to the returnees for employment or self-employment</td>
<td>362,400</td>
<td>309,499.36</td>
</tr>
<tr>
<td>Output 2. Liberian returnees trained with targeted vocational and entrepreneurial skills and provided job matching or business mentoring services</td>
<td>400,200</td>
<td>385,395.96</td>
</tr>
<tr>
<td>M&amp;E, project management and promotional activities</td>
<td>564,834</td>
<td>511,838.09</td>
</tr>
<tr>
<td>Sub Total</td>
<td>1,327,434</td>
<td>1,206,683.41</td>
</tr>
<tr>
<td>PSC (Programme Support Cost)</td>
<td>172,566</td>
<td>172,566</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1,500,000</td>
<td>1,379,249.41</td>
</tr>
</tbody>
</table>

Expenditures per budget line

<table>
<thead>
<tr>
<th>Sponsored Class</th>
<th>Budget</th>
<th>Obligated</th>
<th>Disbursed</th>
<th>Committed</th>
<th>Funds available</th>
</tr>
</thead>
<tbody>
<tr>
<td>1100</td>
<td>455,806.55</td>
<td>404,156.55</td>
<td>365,816.85</td>
<td>38,339.70</td>
<td>51,650.00</td>
</tr>
<tr>
<td>1500</td>
<td>3,731.40</td>
<td>3,731.40</td>
<td>2,921.74</td>
<td>420.00</td>
<td>-</td>
</tr>
<tr>
<td>1600</td>
<td>16,098.11</td>
<td>8,598.11</td>
<td>8,178.11</td>
<td>7,500.00</td>
<td></td>
</tr>
<tr>
<td>1700</td>
<td>96,199.46</td>
<td>91,063.79</td>
<td>55,434.63</td>
<td>5,135.67</td>
<td></td>
</tr>
<tr>
<td>2100</td>
<td>70,491.69</td>
<td>65,678.48</td>
<td>34,520.59</td>
<td>4,813.21</td>
<td></td>
</tr>
<tr>
<td>3000</td>
<td>339,833.20</td>
<td>323,103.20</td>
<td>174,083.43</td>
<td>16,730.00</td>
<td></td>
</tr>
<tr>
<td>4300</td>
<td>19,849.22</td>
<td>19,849.22</td>
<td>14,517.73</td>
<td>5,331.49</td>
<td></td>
</tr>
<tr>
<td>4500</td>
<td>280,372.64</td>
<td>268,072.64</td>
<td>248,839.74</td>
<td>12,300.00</td>
<td></td>
</tr>
<tr>
<td>5100</td>
<td>45,051.73</td>
<td>40,099.51</td>
<td>39,996.02</td>
<td>4,952.22</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,327,434.00</td>
<td>1,224,352.90</td>
<td>944,308.84</td>
<td>103,081.10</td>
<td></td>
</tr>
</tbody>
</table>

2. Purpose of the evaluation
The main purpose of these projects evaluation is to:

1. Collect learning lessons in Ghana and Liberia with a forward looking approach that can feed into future UNIDO cooperation with the Governments of Ghana and Liberia.

2. Identify best practices and lessons in UNIDO’s interventions in various skills development, i.e. industrial skills, soft skills, technical skills and entrepreneurship skills, and to identify the comparative advantages of these UNIDO interventions in promoting repatriation, reintegration and local integration of refugees/stranded migrants/returnees. This includes:
   a. Identifying challenges, results and lessons in programming various skills development interventions in the given project environments;
   b. Analyzing the impact of these various skills development interventions in in promoting repatriation, reintegration and local integration of refugees/stranded migrants/returnees in the given project contexts;
   c. Make recommendations for UNIDO’s institutional and strategic approach to various skills development interventions in the similar post-conflict project environments in the future;

3. Analyze the benefits and limitations of a funding from the Supplementary Budget of the Japanese Government, which has a very short formulation and implementation lead time, in order to achieve the project goals envisaged in the two UNIDO projects and make recommendations how this funding could be better utilized as programming future UNIDO projects in general.

The report will be of interest to concerned UNIDO staff at HQ and in the field, UNIDO’s counterparts in the Governments of Ghana and Liberia and the donor, the Government of Japan.

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3. **Scope and focus of the evaluation**

The evaluation will attempt to determine as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the projects. To this end, the evaluation will assess the achievements of the projects against their key objectives, as set out in the revised projects documents and the inception reports, including re-examination of the relevance of the objectives and of the designs. It will also identify factors that have facilitated or impeded the achievement of the objectives.

The stakeholders will be consulted in Vienna and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalization process.

The evaluation will span the entire projects process from the beginning to the present, but will be limited in focus to major projects activities and results. The evaluation will
extend over all specific geographic areas covered by the projects, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Inter alia, this includes analysis of pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability.

4. Evaluation issues and key evaluation questions

The evaluation consultants will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be included in the assessment:

Project identification and formulation

- Clarity and realism of the project’s broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability within the context of a 18-months ‘crisis’ framework.
- The feasibility of meeting the project’s stated targets and objectives given its 18-months duration.
- The extent to which lessons from earlier UNIDO projects in Ghana and Liberia were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time;
- Relevance of the project to the needs of target beneficiaries
- Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
- Realism and clarity of external institutional relationships, and in the managerial and institutional as well as security framework for implementation and the work plan;
- Likely cost-effectiveness of the project design;
- The appropriateness and relevance of UNIDO’s foreseen role within a post-crisis, respective comparative advantages and approach to crisis-context programming.
- The extent to which factors of vulnerability and resilience were taken into account in the formulation process;
- Clarity and realism of the project’s broader and immediate objectives, including specification of baselines and targets, identification of beneficiaries, and prospects for sustainability;
- What is the quality of the intervention logic and baseline information?
- The appropriateness of the project’s criteria for the selection of beneficiaries and trainees for achieving stated aims
• To what extent is cooperation with the private sector included in the project design, including in skills training (ToT) and strengthening business development services (BDS) as well as mentoring and marketing?

**Project ownership & relevance**

• Who initiated the project and for what reason?
• Relevance of the project to the country’s crisis-to-development transition priorities, strategies, policies, programmes and needs;
• Whether the counterparts have been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach within a joint project framework;
• Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?
• How well have the interventions and the related activities been designed and implemented in line with needs and priorities of the target group?
• Is the intervention consistent and complementary with activities supported by other organizations assisting the Liberian refugees/stranded migrants/returnees?
• The appropriateness of the project’s criteria for the selection of beneficiaries and trainees for achieving stated aims.

**Efficiency of implementation**

Efficiency and adequacy of project implementation including:

• Availability of funds as compared with budgetary inputs;
• The quality and timeliness of input delivery by UNIDO (expertise, training, equipment, methodologies, etc.) as compared to the work plan(s);
• Managerial and work efficiency;
• Implementation difficulties;
• Adequacy of monitoring and reporting;
• The extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO;
• Quality and quantity of administrative and technical support from UNIDO (Headquarters and the Project Management Unit);
• Efficiency of allocation of project resources.
Effectiveness and project results

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives), and will be limited to results defined under the direct responsibility of UNIDO.

This includes the relevance of the outputs produced and how the target beneficiaries use the outputs, with particular attention to gender aspects as well as capacity development plans and outcomes; as part of the outcomes, which have occurred or which are likely to happen through utilization of outputs.

The evaluation will also assess the contribution of the project to enhancing local community resilience, recovery and peace building efforts in targeted regions. Particular attention must be paid to the effectiveness of realising ‘community resilience’ against crises as stated in the project document, and any lessons that arise.

The extent to which local (community, enterprise or institutional) resilience and recovery in targeted regions (assessed against the project’s stated results) were enhanced.

Prospects for achieving the expected impact and sustainability

Prospects for achieving the desired outcomes and impact and prospects for sustaining the project’s results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project – and how these relate to and build on earlier UNIDO projects.

The likely impact that the project will have on the beneficiaries:

- Is the project likely to have the intended impact?
- Particular attention will be paid to the financial viability of established institutions or services and the existence or development of medium term business plans for beneficiaries (e.g. VTCs or enterprises);
- Economic growth, employment, poverty reduction;
- What is the project outreach? How many returnees have directly benefitted from the project intervention? What is their profile? How many non-returnees have benefitted from the project?
- How have the returnees benefitted from the project interventions? What is the impact of the project’s services to the returnees in terms of increased incomes and improved conditions of the returnees?
- Have there been any unintended (positive or negative) effects of the project?
- Which developmental changes (economic, cultural, and social taking gender aspects into consideration) have occurred or are likely to occur because of the project implementation?
• To what extent do the national counterparts assume ownership of the project and have the capacities and willingness to continue?
• To what extent did the project intervention contribute to the capacity development and strengthening of institutions?
• How well has the intervention achieved its stated objective?
• Does the project intervention have a potential for replication?

Project coordination and management

The extent to which:

• National management and overall field coordination mechanisms of the project have been efficient and effective;
• HQ-based management, coordination, quality control and input delivery mechanisms have been efficient and effective;
• Monitoring and self-evaluation has been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
• Changes in planning documents during implementation have been approved and documented;
• Coordination envisaged with any other development cooperation programmes in the country has been realized and benefits achieved.
• Synergy benefits can be found in relation to other UNIDO and UN activities in the country.

Procurement issues

The following evaluation questions that will feed in the Thematic Evaluation on Procurement have been developed and would be included as applicable in all projects (for reference, please see Annex 7 of the ToR: UNIDO Procurement Process):

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception…)?
- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception…)?
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?
- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, pleased elaborate.
- Was the freight forwarding timely and within budget?. If no, pleased elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?
- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?

Recommendations for the next phase and lessons learned

Recommendations should include consideration of project sustainability, particularly with regard to the promotion of micro-industries and marketing of products within a post-crisis context.

It is expected that the report’s recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability in a post-crisis context.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the Government and/or UNIDO to safeguard a transition to sustainable development.

The mission will draw attention to any lessons of general interest in post-crisis settings, and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

5. Evaluation approach and methodology

The evaluation will be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO. The standard DAC evaluation criteria should be applied to address, as systematically and objectively as possible the evaluation questions listed above. Achievements will be assessed against the objectives and indicators set out in the projects documents and in logical frameworks.

The evaluation will be carried out through analyses of various evidence-based sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partner agencies, donor representatives, programme managers and through the cross-validation of data.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties.

1 All documents available from the websites of the United Nations Evaluation Group: http://www.uneval.org/
The evaluation consultant will ensure that the findings are evidence based. This implies that perceptions, hypotheses and assertions obtained in interviews will be validated through cross checks and triangulation of sources.

Based on the information collected through interviews and desk review the evaluation consultant will analyse the intervention logic (or “theory of change (TOC)”) of the intervention. This theory will map out how inputs and activities should have logically led to outputs, outcomes and impacts. This will enable the evaluation to determine in how far the project designs and their activities are adequate, whether they are consistent with the intervention and with UNIDO’s thematic priorities and/or whether they contains critical strengths and/or weaknesses that need to be addressed.

The UNIDO Office for Independent Evaluation will be responsible for the quality control of the evaluation process and report. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, ensuring that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and its compliance with UNIDO evaluation policy and these terms of reference.

6. Evaluation team composition

The evaluation will be conducted by one international evaluation consultant with one national consultant in Ghana and two national consultants in Liberia who will be working under the guidance of the UNIDO Evaluation Manager in EVA/ODG in coordination with the two Project Managers in Agri-Business Development Branch and also with the project team in each Liberia and Ghana.

The international consultant will be expected to visit the projects sites and to conduct interviews with various stakeholders in July 2014 for the project, TF/LIR/120459, and in September-October 2014 for the project, TF/LIR/130049, and to conduct representative sample surveys of beneficiaries in both Ghana and Liberia.

The evaluation consultant must not have been directly involved in the design and/or implementation of the projects.

7. Time schedule and deliverables

As each of the projects has different completion date, the evaluation is to be divided in to two phases:

- First phase will take place in July and it will be dedicated for project “Reintegration for Liberian Returnees through Skills Training and Job Creation”; and
- Second phase will take place in August and it will be dedicated for project “From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation”

Draft timetable for the first phase of the evaluation
<table>
<thead>
<tr>
<th>Activity</th>
<th>Concrete/ measurable Outputs to be achieved</th>
<th>Work days (International evaluator)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk study of project documents &amp; relevant reports on the context (1-3 July)</td>
<td></td>
<td>3</td>
<td>Home-based</td>
</tr>
<tr>
<td>Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report (4-5 July)</td>
<td>Inception report - Methodology, questionnaires and mission plan completed</td>
<td>2</td>
<td>Home-based</td>
</tr>
<tr>
<td>Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place (6-7 July)</td>
<td></td>
<td>2</td>
<td>Vienna</td>
</tr>
<tr>
<td><strong>Conduct field assessment (14-18 July 2014)</strong></td>
<td>Preliminary findings collected</td>
<td>7</td>
<td>Monrovia, Liberia</td>
</tr>
<tr>
<td>Detailed analysis of assessment results and follow-up surveys</td>
<td></td>
<td>3</td>
<td>Home-based</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>17</strong></td>
<td></td>
</tr>
</tbody>
</table>
# Draft timetable for the second phase of the evaluation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Concrete/ measurable Outputs to be achieved</th>
<th>Work days (International evaluator)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk study of project documents &amp; relevant reports on the context (1-2 September)</td>
<td></td>
<td></td>
<td>Home-based</td>
</tr>
<tr>
<td>Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report (3 September)</td>
<td>Inception report - Methodology, questionnaires and mission plan completed</td>
<td>Covered under ISA Ref No 10627</td>
<td></td>
</tr>
<tr>
<td>Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place (4-6 September)</td>
<td></td>
<td></td>
<td>Vienna</td>
</tr>
<tr>
<td>Conduct field assessment in Ghana (29.9.-3.10) and Liberia (4.10-11.10.)</td>
<td>Preliminary findings collected</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Present (preliminary) findings of the two evaluations in Vienna (October 2014)</td>
<td>(Preliminary) findings presented</td>
<td>1</td>
<td>Vienna</td>
</tr>
<tr>
<td>Detailed analysis of assessment results and potential follow-up surveys</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Preparation of first draft evaluation report &amp; submission for UNIDO feedback</td>
<td>Final report covering projects TF/GHA/130049 and TF/LIR/120459</td>
<td>First draft Report (due by 11 October)</td>
<td></td>
</tr>
<tr>
<td>Prepare second draft &amp; submit to the UNIDO Office for Independent Evaluation to circulate report among stakeholders for factual verification &amp; feedback</td>
<td></td>
<td>3</td>
<td>Second draft Report (due by 20 October)</td>
</tr>
<tr>
<td>Finalization of report upon receipt of stakeholders’ feedback and final presentation in Vienna</td>
<td></td>
<td></td>
<td>Final draft Report (due by 8 Nov)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>21</strong></td>
<td></td>
</tr>
</tbody>
</table>
The mission will maintain close liaison with other UN agencies, UNIDO and the concerned national agencies, as well as with national and international project staff. Although the mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of the Government, the donor, or UNIDO.

All following deliverables are expected in electronic format:

1. Final evaluation report
2. Initial and final survey reports
3. Draft evaluation report
4. HQ and field presentations
5. Draft survey questionnaire(s)
6. Copies of all completed survey questionnaires
7. Inception report

Draft reports submitted to UNIDO Office for Independent Evaluation are shared with the corresponding Programme or Project Officer(s) for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

One copy of all survey interview reports and a copy of all completed survey questionnaires must also be shared with UNIDO.

8. Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Office for Independent Evaluation. Quality control is exercised throughout the evaluation process as the above chart predicts. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality.

9. Annexes
Annex 1 - 1: Logical framework of ‘From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation’

<table>
<thead>
<tr>
<th>Results</th>
<th>Intervention logic</th>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development goal</td>
<td>Contribute to the efforts of Ghanaian Government aimed at (i) the reintegration of former refugees in Ghana and their families into life in Liberia and/or (ii) local integration of former refugees into the productive sectors of the society in Ghana</td>
<td>The amount of refugees that return to Liberia and their income levels</td>
<td>Surveys: beneficiary baseline and follow-up during the independent evaluation</td>
<td>Beneficiaries give correct information during the baseline surveys</td>
</tr>
<tr>
<td>Immediate objective</td>
<td>Provide former Liberian refugees and Ghanaian host communities with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods</td>
<td>Increased percentage of Liberians employed</td>
<td>Country statistics</td>
<td>The security situation remains supportive for the Liberian refugees to return to their country</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased incomes among the target beneficiaries</td>
<td>Surveys (beneficiary baseline and follow-up during the independent evaluation)</td>
<td>Liberians who opted for local integration will be granted work permits in Ghana</td>
</tr>
<tr>
<td>Outputs (results)</td>
<td>Output 1: Target beneficiaries are mobilized and baseline survey carried out</td>
<td># of beneficiaries mobilized out of which 50% women</td>
<td>Buduburam camp registration records</td>
<td>Sufficient number of refugees willing to return to Liberia will be mobilized</td>
</tr>
<tr>
<td></td>
<td>Output 2: A minimum of 500 beneficiaries are provided with multi-skills and advanced skills training</td>
<td># of beneficiaries trained # of curricula developed # of training programmes organized</td>
<td>Graduation records Curricula developed Attendance records, course programmes</td>
<td>Sufficient training facilities exist in and around Burumbudam camp that can be utilized by the project</td>
</tr>
<tr>
<td></td>
<td>Output 3: A minimum of 250 beneficiaries are provided with sustainable livelihood opportunities through job creation and start-up capital</td>
<td># of micro-industries started # of micro-industries upgraded</td>
<td>Market surveys Surveys among the beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>• Developing marketable technical skills of the beneficiaries through non-formal product oriented training;</td>
<td>NA</td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>
### Annex 1 – 2: Logical Framework of ‘Reintegration for Liberian Returnees through Skills Training and Job Creation’

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators</th>
<th>Means of verification</th>
<th>Assumptions &amp; Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Objective</strong></td>
<td>To enhance socio-economic reintegration of Liberian returnees.</td>
<td>• # of graduates, who are self-reliant by being engaged in productive activities using the skills obtained through training programmes and managed to settle down into local communities.</td>
<td>Baseline study/Survey Tracer studies.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Employability of returnees and community residents in the project areas in the job market increased and/or self-employment initiatives enhanced.</td>
<td>• # of trained beneficiaries who have found jobs or started their own businesses/livelihoods by gender and by returnees or community residents.</td>
<td>Training completion and certification records. Skills profiling and skills needs assessment report. Mid-term and final evaluation reports. Letter agreements with training providers Training of trainers reports Training plans/curricula and training materials developed Delivery and installation receipts of equipments and site inspections.</td>
</tr>
<tr>
<td>Results</td>
<td>Indicators</td>
<td>Means of verification</td>
<td>Assumptions &amp; Risks</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1) Institutional capacities built to provide vocational and entrepreneurship training to returnees and community residents in the project areas.</td>
<td>• # of training courses developed and conducted.</td>
<td>Baseline study</td>
<td>Political stability and security situation remain stable.</td>
</tr>
<tr>
<td></td>
<td>• # of training providers and staff who have been trained in the TOT.</td>
<td>Rapid skills market needs assessment report</td>
<td>Government’s commitment towards the project remains strong.</td>
</tr>
<tr>
<td></td>
<td>• # training facilities upgraded and equipments provided and used during the training programmes.</td>
<td>CDRA report</td>
<td>Demand for marketable/employable skills identified does not change rapidly over time.</td>
</tr>
<tr>
<td>2) Liberian returnees and community residents in the project area trained with specific vocational and entrepreneurial skills and provided job matching or business mentoring services.</td>
<td>• # of returnees and community residents provided with vocational skills and entrepreneurship training.</td>
<td>Letter agreements with training providers</td>
<td>Returnees are identifiable and they are willing to take part in the project.</td>
</tr>
<tr>
<td></td>
<td>• # of returnees and community residents completed training and received certificates.</td>
<td>Training programmes and training materials developed</td>
<td>Returnees are settling in and around Monrovia.</td>
</tr>
<tr>
<td></td>
<td>• # of returnees and community residents participated in the learning circles for business mentoring.</td>
<td>Project management information tools</td>
<td>Extremely short duration of the project.</td>
</tr>
<tr>
<td></td>
<td>• # of returnees and community residents who received job matching services.</td>
<td>Client intake forms</td>
<td></td>
</tr>
</tbody>
</table>
## Activities

**Output 1: Institutional capacities built to provide vocational and entrepreneurship training to returnees and community residents in the project areas.**

1. Conduct marketable skills needs assessment and skills profiling of the target beneficiaries.
2. Conduct community demand resource analysis in the project area(s).
3. Identify participating training providers and assess institutional capacity building needs.
4. Conduct TOT for the training providers and address any refurbishment and rehabilitation needs.
5. Develop training programmes and assessment tools.
6. Develop selection criteria for training beneficiaries.
7. Disseminate information on the training programmes.
8. Establish working partnership with microfinance institutions.

**Output 2: Liberian returnees and community residents in the project area trained with specific vocational and entrepreneurial skills and provided job matching or business mentoring services.**

9. Intake profile of the trainees and conduct training programmes.
10. Update the database of the RRERS on the graduates of the training programmes and assist in job matching.
11. Organize learning circles in the communities and provide mentoring services.

**M&E and promotional activities:**

12. Develop project monitoring and evaluation tools (incl. compiling baseline data).
15. Produce PR materials including a project video.
16. Evaluate the project.
Annex 2: Table of contents for the Evaluation Report

Table of contents

Acknowledgements
Acronyms and Abbreviations
Glossary of Evaluation Terms
Map
Executive Summary

1. Introduction and background
   1.1 Introduction
   1.2 Background (include a project factsheet, project formulation process, project structure, objectives, donors - and their specific requirements/objectives, e.g. the relevant fund's priorities and guidelines - counterparts, timing, cost etc – everything that is not an 'assessment' and provides background to make the reader understand what the project was/is about. the background to design and management should come under the assessment chapter.)

2. Evaluation purpose, scope and methodology
   2.1 Purpose
   2.2 Scope
   2.3 Methodology
   2.4 Limitations of the evaluation

3. Region/country/programme context
   3.1 Overall situation and trends(national and regional context, especially as relevant to project area)
   3.2 Government strategies and Policies (including local and regional, as relevant)
   3.3 UN frameworks (the UNDAF and where the project fits here)
   3.4 Initiatives of international cooperation partners (describe relevant info on what donors and agencies are doing)

4. Assessment
   4.1 Design (including logframe assessment)
   4.2 Relevance and ownership
   4.3 Efficiency
   4.4 Effectiveness (include the table of results against the project Logframe)
   4.5 Sustainability
   4.6 Impact
   4.7 Management (include details of arrangements and make an assessment)
   4.8 Crosscutting issues (gender, environmental sustainability, South/South cooperation, contribution to international development goals)

5. Conclusions, recommendations and lessons learned
   5.1 Conclusions
   5.2 Recommendations
   5.3 Lessons learned

Annex A. Terms of Reference
Annex B. Organizations visited and persons met
Annex C. Bibliography
Annex D. Logframe
Annex E. Evaluation Matrix
Annex F. Interview Guidelines etc.
Annex 3: Job descriptions: TF/LIR/120459 – International project evaluator

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

SAP: 120459 and 130049

Budget Line: 11-00

Project Title: 1. “Reintegration of Liberian Returnees through Skills Training and Job Creation”; 2. “From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation”

Title: International Project Evaluator

Main Duty Station and Location: Home-based

Mission/s to: Vienna, Austria; Monrovia, Liberia

Start of Contract (EOD): 11 July 2014

End of Contract (COB): 31 August 2014

Number of Working Days: 17 work days over the above period

This Terms of Reference refers to the first mission (see section 7 titled Time Schedule and Deliverables of the TOR for Joint Terminal Evaluation of UNIDO Projects: TF/GHA/130049 and TF/LIR/120459).

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the direct supervision of the Evaluation Officer of the UNIDO Office for Independent Evaluation in Vienna and in close coordination with the CTA in Liberia as well as two Project Managers in Agri-Business Development Branch in Vienna HQ, the expert is expected to conduct the following duties:

<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/ measurable Outputs to be achieved</th>
<th>Expected duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Conduct a desk study of the project document &amp; other relevant documents.</td>
<td>Inception report including evaluation methodology, questionnaires and</td>
<td>2</td>
<td>Home</td>
</tr>
</tbody>
</table>
5. Design a suitable initial evaluation methodology including a detailed field assessment plan and draft inception report.

6. Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place.

7. Conduct a field assessment. Necessary findings collected.

8. Detailed analysis of assessment results and follow-up surveys, as required. Preliminary results submitted and follow-up surveys conducted.

9. Supervise and provide guidance to the work of National Evaluation Consultant Ongoing

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Design a suitable initial evaluation methodology including a detailed field assessment plan and draft inception report.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Conduct a field assessment. Necessary findings collected.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Detailed analysis of assessment results and follow-up surveys, as required. Preliminary results submitted and follow-up surveys conducted.</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Supervise and provide guidance to the work of National Evaluation Consultant</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>17</td>
</tr>
</tbody>
</table>

Remarks: The duties 1, 2 and 3 will be jointly conducted for the two projects, namely, TF/LIR/120459 ‘Reintegration for Liberian Returnees through Skills Training and Job Creation’ and TF/GHA/130049 ‘From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation’. The finalization of the joint evaluation exercise and report for the two projects will be conducted during the second assignment which is scheduled to be carried out between September and October under the project TF/GHA/130049 ‘From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation’.

REQUIRED COMPETENCIES

**Core values:**
1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies:**
1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

**Management competencies:**
1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution
MINIMUM ORGANIZATIONAL REQUIREMENTS

- Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
- Minimum 5 years of professional experience in project evaluation of conflict-affected populations and societies and its methodologies in both quantitative and qualitative analysis;
- Proven track record in evaluation of UN projects.

The evaluation approach and other details are given in the TOR of the terminal evaluation.

Absence of Conflict of interest:
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.
Annex 3 cont: Job descriptions: TF/LIR/120459 – National evaluation consultant

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

SAP: 120459

Budget Line: 17-00

Project Title: Reintegration of Liberian Returnees through Skills Training and Job Creation

<table>
<thead>
<tr>
<th>Title:</th>
<th>National Evaluation Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Duty Station and Location:</td>
<td>Monrovia, Liberia</td>
</tr>
<tr>
<td>Mission/s to:</td>
<td>N/A</td>
</tr>
<tr>
<td>End of Contract (COB):</td>
<td>31 August 2014</td>
</tr>
<tr>
<td>Number of Working Days:</td>
<td>15 work days over the above period (WAE)</td>
</tr>
</tbody>
</table>

This Terms of Reference refers to the first phase of the Evaluation (see section 7 titled Time Schedule and Deliverables of the TOR for Joint Terminal Evaluation of UNIDO Projects: TF/GHA/130049 and TF/LIR/120459).

The National Evaluation Consultant will assist the International Project Evaluator in various activities related to the project “Reintegration for Liberian Returnees through Skills Training and Job Creation”.

The consultant will evaluate the projects according to the Terms of Reference. S/he will assist the International Project Evaluator in preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the overall supervision of the Evaluation Officer of the UNIDO Office for Independent Evaluation in Vienna HQ and under the direct supervision of International Project Evaluator in close coordination with the CTA in Liberia, the National Evaluation Consultant is expected to:

<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/ measurable Outputs to be achieved</th>
<th>Expected duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the International Project Evaluator (IPE) in designing the evaluation methodology including a detailed field assessment plan and draft inception report.</td>
<td>Inception report including evaluation methodology, questionnaires and mission plan submitted</td>
<td>2</td>
<td>Monrovia</td>
</tr>
<tr>
<td>Provide the information and documents collected. Provide further</td>
<td>Data, information and documents</td>
<td>Continuous</td>
<td></td>
</tr>
</tbody>
</table>
data and information as requested by the International Project Evaluator and jointly prepare a project evaluation report.

Organize, coordinate and contribute to the field assessment mission including making necessary arrangements and appointments for the mission.

Contribute to the detailed analysis of assessment results and follow-up surveys.

Undertake tasks as directed by the International Project Evaluator.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Expected Outputs</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit data and information as requested by the International Project Evaluator and jointly prepare a project evaluation report.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize, coordinate and contribute to the field assessment mission including making necessary arrangements and appointments for the mission.</td>
<td>Expected outputs of the mission achieved.</td>
<td>7 days</td>
</tr>
<tr>
<td>Contribute to the detailed analysis of assessment results and follow-up surveys.</td>
<td>Analysis of assessment result conducted</td>
<td>3 days</td>
</tr>
<tr>
<td>Undertake tasks as directed by the International Project Evaluator.</td>
<td>Project evaluation prepared</td>
<td>Continuous</td>
</tr>
</tbody>
</table>

**REQUIRED COMPETENCIES**

**Core values:**
1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies:**
1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

- Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
- Minimum 5 years of experience in project evaluation of conflict-affected populations and societies and its methodologies in both quantitative and qualitative analysis;
- Proven track record in evaluation of international organization projects;
- Languages: Fluency in written and spoken English;
- Through understanding of socio-economic and political situation in Liberia.

The evaluation approach and other details are given in the project evaluation TOR.

**Absence of Conflict of Interest:**
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.
Annex 3 cont: Job Descriptions: TF/GHA/130049 – International evaluation consultant

International Consultant 11-00

PROJECT: SAP: 130049

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Project title: From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation

Main Duty station and Location: Home-based

Mission to: Vienna, Austria; Accra, Ghana; Monrovia, Liberia

Start of Contract: 1 September 2014

End of Contract: 31 October 2014

No. of working days: 21 working days

Post Title: International Evaluation Consultant

Counterpart(s): Ghana Refugee Board

This Terms of Reference refers to project TF/GHA/130049 (see section 7 titled Time Schedule and Deliverables of the TOR for Joint Terminal Evaluation of UNIDO Projects: TF/GHA/130049 and TF/LIR/120459).

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the direct supervision of the Evaluation Officer of the UNIDO Office for Independent Evaluation in Vienna and in close coordination with the Technical Coordinator of the project as well as two Project Managers in Agri-Business Development Branch in Vienna HQ, the expert is expected to conduct the following duties:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverables</th>
<th>Work days (International evaluator)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Desk study of project documents &amp; relevant reports on the context (1-2 September)</td>
<td>Inception report - Methodology, questionnaires and mission plan</td>
<td>Covered under ISA Ref No 10627</td>
<td>Home-based</td>
</tr>
<tr>
<td>Activity</td>
<td>Deliverables</td>
<td>Work days (International evaluator)</td>
<td>Location</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td>2</td>
<td>Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report (3 September)</td>
<td>completed</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place (4-6 September)</td>
<td></td>
<td>Vienna</td>
</tr>
<tr>
<td>4</td>
<td>Conduct field assessment in Ghana (29.9.-3.10) and Liberia (4.10-11.10.)</td>
<td>Preliminary findings collected</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Present (preliminary) findings of the two evaluations in Vienna (October 2014)</td>
<td>(Preliminary) findings presented</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Detailed analysis of assessment results and potential follow-up surveys</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Preparation of first draft evaluation report &amp; submission for UNIDO feedback</td>
<td>Final report covering projects TF/GHA/130049 and TF/LIR/120459</td>
<td>First draft Report (due by 11 October)</td>
</tr>
<tr>
<td>8</td>
<td>Prepare second draft &amp; submit to the UNIDO Office for Independent Evaluation to circulate report among stakeholders for factual verification &amp; feedback</td>
<td></td>
<td>Second draft Report (due by 20 October)</td>
</tr>
<tr>
<td>9</td>
<td>Finalization of report upon receipt of stakeholders’ feedback and final presentation in Vienna</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>

Remarks: The duties 1, 2 and 3 will be jointly conducted for the two projects, namely, TF/LIR/120459 ‘Reintegration for Liberian Returnees through Skills Training and Job Creation’ and TF/GHA/130049 ‘From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation’.
REQUIRED COMPETENCIES

Core values:
1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:
1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Management competencies:
1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

• Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
• Minimum 5 years of professional experience in project evaluation of conflict-affected populations and societies and its methodologies in both quantitative and qualitative analysis;
• Proven track record in evaluation of UN projects.

The evaluation approach and other details are given in the TOR of the terminal evaluation.

Absence of Conflict of Interest:
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.
### Annex 4: Check list on evaluation report quality

<table>
<thead>
<tr>
<th>Report quality criteria</th>
<th>UNIDO Office for Independent Evaluation: Assessment notes</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Report Structure and quality of writing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation objective, scope and methodology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The evaluation objective is explained and the scope defined.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The methods employed are explained and appropriate for answering the evaluation questions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The report describes the data sources and collection methods and their limitations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation object</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The report identifies the implementation status of the object, including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Findings and conclusions

<table>
<thead>
<tr>
<th>The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The report presents an assessment of relevant outcomes and achievement of project objectives.</td>
</tr>
<tr>
<td>The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.</td>
</tr>
<tr>
<td>The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.</td>
</tr>
<tr>
<td>The report analyses the budget and actual project costs.</td>
</tr>
<tr>
<td>Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.</td>
</tr>
<tr>
<td>Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.</td>
</tr>
<tr>
<td>Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.</td>
</tr>
<tr>
<td>Relevant cross-cutting issues, such as gender, human rights, and environment are appropriately covered.</td>
</tr>
</tbody>
</table>

### Recommendations and lessons learned

<table>
<thead>
<tr>
<th>The lessons and recommendations are based on the findings and conclusions presented in the report.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The recommendations specify the actions necessary to correct existing conditions or improve operations (‘who?’ ‘what?’ ‘where?’ ‘when?’).</td>
</tr>
<tr>
<td>Recommendations are implementable and take resource implications into account.</td>
</tr>
<tr>
<td>Lessons are readily applicable in other contexts and suggest prescriptive action.</td>
</tr>
</tbody>
</table>

#### Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.
Annex 5: List of reference documents

1. Project documents, inception and progress reports, and relevant reports
2. Other documents and materials related to the outcome to be evaluated (from the government, partner UN agencies etc)
3. UNIDO Evaluation Policy
4. UNIDO Thematic evaluation of UNIDO post-crisis projects
Annex 6: UNIDO Procurement process

UNIDO Procurement process
-- Generic approach and assessment framework --

1. Introduction

This document outlines an approach and encompasses a framework for the assessment of UNIDO procurement processes, to be included as part of country evaluations as well as in technical cooperation (TC) projects/programmes evaluations.

The procurement process assessment will review in a systematic manner the various aspects and stages of the procurement process being a key aspect of the technical cooperation (TC) delivery. These reviews aim to diagnose and identify areas of strength as well as where there is a need for improvement and lessons.

The framework will also serve as the basis for the “thematic evaluation of the procurement process efficiency” to be conducted in 2015 as part of the ODG/EVA work programme for 2014-15.

2. Background

Procurement is defined as the overall process of acquiring goods, works, and services, and includes all related functions such as planning, forecasting, supply chain management, identification of needs, sourcing and solicitation of offers, preparation and award of contract, as well as contract administration until the final discharge of all obligations as defined in the relevant contract(s). The procurement process covers activities necessary for the purchase, rental, lease or sale of goods, services, and other requirements such as works and property. Past project and country evaluations commissioned by ODG/EVA raised several issues related to procurement and often efficiency related issues. It also became obvious that there is a shared responsibility in the different stages of the procurement process which includes UNIDO staff, such as project managers, and staff of the procurement unit, government counterparts, suppliers, local partner agencies (i.e. UNDP), customs and transport agencies etc..

In July 2013, a new “UNIDO Procurement Manual” was introduced. This Procurement Manual provides principles, guidance and procedures for the Organization to attain specified standards in the procurement process. The Procurement Manual also establishes that “The principles of fairness, transparency, integrity, economy, efficiency and effectiveness must be applied for all procurement transactions, to be delivered with a high level of professionalism thus justifying UNIDO’s involvement in and adding value to the implementation process”.

36
To reduce the risk of error, waste or wrongful acts and the risk of not detecting such problems, no single individual or team controls shall control all key stages of a transaction. Duties and responsibilities shall be assigned systemically to a number of individuals to ensure that effective checks and balances are in place.

In UNIDO, authorities, responsibilities and duties are segregated where incompatible. Related duties shall be subject to regular review and monitoring. Discrepancies, deviations and exceptions are properly regulated in the Financial Regulations and Rules and the Staff Regulations and Rules. Clear segregation of duties is maintained between programme/project management, procurement and supply chain management, risk management, financial management and accounting as well as auditing and internal oversight. Therefore, segregation of duties is an important basic principle of internal control and must be observed throughout the procurement process.

The different stages of the procurement process should be carried out, to the extent possible, by separate officials with the relevant competencies. As a minimum, two officials shall be involved in carrying out the procurement process. The functions are segregated among the officials belonging to the following functions:

- **Procurement Services**: For carrying out centralized procurement, including review of technical specifications, terms of reference, and scope of works, market research/surveys, sourcing/solicitation, commercial evaluation of offers, contract award, contract management;
- **Substantive Office**: For initiating procurement requests on the basis of well formulated technical specifications, terms of reference, scope of works, ensuring availability of funds, technical evaluation of offers; award recommendation; receipt of goods/services; supplier performance evaluation. In respect of decentralized procurement, the segregation of roles occurs between the Project Manager/Allotment Holder and his/her respective Line Manager. For Fast Track procurement, the segregate on occurs between the Project Manager/Allotment Holder and Financial Services;
- **Financial Services**: For processing payments.

Figure 1 below presents a preliminary “Procurement process map”, showing the main stages, stakeholders and their respective roles and responsibilities. During 2014/2015, in preparation for the thematic evaluation of the procurement process in 2015, this process map/ workflow will be further refined and reviewed.
3. Purpose

The purpose of the procurement process assessments is to diagnose and identify areas for possible improvement and to increase UNIDO's learning about strengths and weaknesses in the procurement process. It will also include an assessment of the adequacy of the ‘Procurement Manual’ as a guiding document.

The review is intended to be useful to managers and staff at UNIDO headquarters and in the field offices (project managers, procurement officers), who are the direct involved in procurement and to UNIDO management.

4. Scope and focus

Procurement process assessments will focus on the efficiency aspects of the procurement process, and hence it will mainly fall under the efficiency evaluation criterion. However, other criteria such as effectiveness will also be considered as needed.

These assessments are expected to be mainstreamed in all UNIDO country and project evaluations to the extent of its applicability in terms of inclusion of relevant procurement related budgets and activities.

A generic evaluation matrix has been developed and is found in Annex B. However questions should be customized for individual projects when needed.
5. Key issues and evaluation questions

Past evaluations and preliminary consultations have highlighted the following aspects or identified the following issues:

- Timeliness. Delays in the delivery of items to end-users.
- Bottlenecks. Points in the process where the process stops or considerably slows down.
- Procurement manual introduced, but still missing subsidiary templates and tools for its proper implementation and full use.
- Heavy workload of the procurement unit and limited resources and increasing “procurement demand”
- Lack of resources for initiating improvement and innovative approaches to procurement (such as Value for Money instead of lowest price only, Sustainable product lifecycle, environmental friendly procurement, etc.)
- The absence of efficiency parameters (procurement KPIs)

On this basis, the following evaluation questions have been developed and would be included as applicable in all project and country evaluations in 2014-2015:

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception…)
- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception…)
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?
- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, please elaborate.
- Was the freight forwarding timely and within budget?. If no, please elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?
- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders.

6. Evaluation method and tools

These assessments will be based on a participatory approach, involving all relevant stakeholders (e.g. process owners, process users and clients).

The evaluation tools to be considered for use during the reviews are:

- **Desk review**: Policy, Manuals and procedures related to the procurement process. Identification of new approaches being implemented in other UN or international organizations. Findings, recommendations and lessons from UNIDO Evaluation reports.

- **Interviews**: to analyse and discuss specific issues/topics with key process stakeholders

- **Survey to stakeholders**: To measure the satisfaction level and collect expectations, issues from process owners, user and clients

- **Process and stakeholders mapping**: To understand and identify the main phases the procurement process and sub-processes; and to identify the perspectives and expectations from the different stakeholders, as well as their respective roles and responsibilities

- **Historical data analysis from IT procurement systems**: To collect empirical data and identify and measure to the extent possible different performance dimensions of the process, such as timeliness, re-works, complaints, ..)

An evaluation matrix is presented in Annex A, presenting the main questions and data sources to be used in the project and country evaluations, as well as the preliminary questions and data sources for the forthcoming thematic evaluation on Procurement process in 2015.
ANNEX A: Evaluation matrix for the procurement process

<table>
<thead>
<tr>
<th>No.</th>
<th>Area</th>
<th>Evaluation question</th>
<th>Indicators(^2)</th>
<th>Data source(s) for country/project evaluations</th>
<th>Additional data source(s) for thematic evaluation of procurement process in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Timeliness</td>
<td>- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception…)</td>
<td>(Overall) Time to Procure (TTP)</td>
<td>• Interviews with PMs, Government counterparts and beneficiaries</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?</td>
<td>Time to Delivery (TTD)</td>
<td>• Interviews with PM, procurement officers and Beneficiaries</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Was the freight forwarding timely and within budget? If no, please elaborate.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Was the customs clearance timely? How many days did it take?</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- How long time did it take to get approval from the government on import duty exemption</td>
<td>Time to Government Clearance (TTGC)</td>
<td>• Interviews with beneficiaries</td>
<td></td>
</tr>
</tbody>
</table>

\(^2\) These indicators are preliminary proposed here. They will be further defined and piloted during the Thematic Evaluation of UNIDO procurement process planned for 2015.
<table>
<thead>
<tr>
<th>No.</th>
<th>Area</th>
<th>Evaluation question</th>
<th>Indicators ²</th>
<th>Data source(s) for country/project evaluations</th>
<th>Additional data source(s) for thematic evaluation of procurement process in 2015</th>
</tr>
</thead>
</table>
|     | Roles and Responsibilities | To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear? | Level of clarity of roles and responsibilities | • Procurement Manual  
• Interview with PMs | • Procurement related documents review  
• Evaluation Reports  
• Survey to PMs, procurement officers, beneficiaries, field local partners.  
• Interviews with Procurement officers |
|     |                             | To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders? | • Procurement Manual  
• Interview with PMs | | |
• Interview to PMs  
• Interviews with local partners | | |
<p>|     |                             | To what extent were suppliers delivering products/services as required? | Level of satisfaction with Suppliers | • Interviews with PMs | |
|     | Costs                       | Were the transportation costs reasonable and within budget. If no, please elaborate. | • Interviews with PMs | | |
|     |                             | Were the procured costs vs budget | • Interview with PMs | |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Area</th>
<th>Evaluation question</th>
<th>Indicators</th>
<th>Data source(s) for country/project evaluations</th>
<th>Additional data source(s) for thematic evaluation of procurement process in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Goods/services within the expected/planned costs? If no, please elaborate</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Quality of Products</td>
<td>- To what extent the process provides adequate treatment to different types of procurement (e.g. by value, by category, by exception...)</td>
<td>• Interview with PMs</td>
<td></td>
<td>• Evaluation Reports • Survey to PMs, procurement officers, beneficiaries, field local partners. • Interviews with Procurement officers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- To what extent were the procured goods of the expected/needed quality and quantity?.</td>
<td>• Survey to PMs and beneficiaries • Observation in project site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Process / workflow</td>
<td>- To what extent the procurement process if fit for purpose?</td>
<td>• Interviews with PMs, Government counterparts and beneficiaries</td>
<td>• Procurement related documents review • Evaluation Reports • Survey to PMs, procurement officers, beneficiaries, field local partners. • Interviews with Procurement officers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Which are the main bottlenecks / issues in the procurement process?</td>
<td>• Interviews with PMs, Government counterparts and beneficiaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Which part(s) of the procurement process can be streamlined or simplified?</td>
<td>• Interview with PMs</td>
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</tbody>
</table>