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External Evaluation of UNCTAD Subprogramme 3: International Trade

Supporting materials¹

Executive summary

This document contains supporting materials to the external evaluation of the United Nations Conference on Trade and Development (UNCTAD) subprogramme 3: International trade.

¹ This evaluation was prepared by an independent evaluation team: Mr. SV Divvaakar, with Ms. Jaime Moody and Mr. Juan Carlos Sanchez Troya. The related main report can be found in document TD/B/WP/274.



Annex A

Supporting tables

Table A1

Subprogramme 3 logical framework for the biennium 2012–2013 and brief description of performance

Subprogramme 3: International trade in goods and services, and commodities				
Objective: To ensure the effective, qualitative and beneficial participation of all countries, in particular developing countries, with enhanced work on the special problems of Africa, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in international trade and the trading system in order to make trade a positive force for all; to harness development gains from the commodity economy for commodity-dependent developing countries; and to deal with trade and development problems related to commodity dependence.				
Expected accomplishments (EA) and performance for indicators of achievement				
<i>Indicators of achievement</i>	<i>Performance targets for 2012–2013</i>	<i>Actual performance as of 31 December 2013</i>	<i>Description of results</i>	
EA(a)	Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including services development and trade, by designing and implementing trade policies and participating effectively and coherently in bilateral, regional (including South–South) and multilateral trade negotiations, as well as to address the situations arising from the increasing cost of trade finance.			
	(i) Increased number of countries increasing their participation in trade negotiations through the submission of trade negotiating proposals in bilateral, regional and multilateral trade negotiations, including South–South trade negotiations and World Trade Organization accession processes.	41 countries	41 countries	Countries increased their participation in trade negotiations through the submission of trade-negotiating proposals in bilateral, regional and multilateral trade negotiations, including South–South trade negotiations, World Trade Organization accession processes and trade policy frameworks.
	(ii) Increased number of developing countries benefiting from UNCTAD assistance in integrating trade and development concerns into their national development plans and poverty reduction strategies.	16 developing countries	16 developing countries	Countries benefited from UNCTAD assistance in integrating trade and development concerns into their national development plans and poverty reduction strategies. The results are based on demands for analytical and policy work and technical assistance by developing countries.
EA(b)	Further improvement in trade and trade-related decision-making and addressing the trade and development impact of non-tariff barriers through the use of analytical tools, databases and software, such as the Trade Analysis and Information System and World Integrated Trade Solution			
	(i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, and of the Agricultural Trade Policy Simulation Model.	43,000 users	43,000 users	Results are recorded from the number of users registered and/or subscribed online, by mail or e-mail and training and seminars conducted in the following countries: Bosnia and Herzegovina, Canada, Colombia, Costa Rica, Ghana, Indonesia, Nepal, Nigeria, South Africa and Thailand, as well as in workshops organized at UNCTAD in Geneva, Switzerland and the special event at the thirteenth session of the United Nations Conference on Trade and Development in Doha.

	(ii) Increased number of specific actions taken by member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade.	Six actions	Six actions	At least six actions aimed at reducing or eliminating non-tariff barriers were achieved in bilateral and regional negotiations on preferential trade agreements. For example, in a number of bilateral preferential agreements involving developing countries as a party and entering into force in 2012–2013, a number of non-tariff barriers were relaxed or eliminated, including anti-dumping and sanitary or phytosanitary measures against exports from developing countries.
EA(c)	Enhanced capacities of developing countries and countries with economies in transition to prepare and implement national and regional competition laws and address the challenges arising from global economic crises in implementing competition and consumer protection legislation.			
	(i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South–South) competition and consumer protection legislation and institutional frameworks.	15 developing countries	33 developing countries	During the biennium, 33 developing countries adopted, revised and/or implemented national and/or regional competition and consumer protection laws, under the Africa Competition Programme and technical assistance programme on competition and consumer protection policies for Latin America. UNCTAD support included training case handlers and government officials in the areas of competition and consumer protection laws.
	(ii) Increased number of voluntary consultations, as envisaged in section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices.	Four voluntary consultations	16 voluntary consultations	A total of 16 voluntary consultations have been undertaken, in accordance with section F of the Set, at the regional level with the Andean Community, Common Market for Eastern and Southern Africa, Economic Community of West African States, Forum of the Presidents of the Legislative Powers of Central America and Latin American Economic System.
EA(d)	Strengthened capacities of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels.			
EA(d)	(i) Increased number of developing countries designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives.	34 developing countries	34 developing countries	A total of 34 developing countries designed and implemented policies, plans, programmes, normative initiatives and institutional arrangements to promote sustainable development objectives, such as mainstreaming organic agriculture in the development of the Lao People's Democratic Republic and Uganda.
	(ii) Increased number of developing countries participating in the BioTrade and Biofuels Initiatives.	17 developing countries	17 developing countries	A total of 17 developing countries participated in the BioTrade and Biofuels Initiatives through various seminars, training courses and workshops, such as on the trade dimension of the United Nations Conference on Sustainable Development and on the development of biotrade activities in the natural ingredients sectors in Hanoi, as well as the BioTrade Congress and second Lao Organic Agriculture Forum

Source: UNCTAD, 2014, *Annual Report 2013* (Geneva, United Nations publication).

Table A2

Subprogramme 3: Technical cooperation expenditure by thematic cluster, 2010–2014

(Thousands of dollars)

<i>Cluster</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>
Capacity-building on trade negotiations and commercial diplomacy	2 737	666	825	1 460	777
Trade analysis capacities and information systems (including trade and gender)	387	324	154	165	503
Trade environment and development	983	1 071	950	750	522
Competition policy and consumer protection	1 231	1 274	1 178	1 494	572
Subtotal	5 338	3 335	3 107	3 869	2 374
Subtotal by biennium	8 673	6 976			
Extrabudgetary resources budgeted in biennial plans	11 820		5 786		5 787 (two years)
Utilization rate (percentage)	73.4		120.5		
		88.9			82.0

Source: TD/B/WP/262.

Table A3

Division on International Trade in Goods and Services, and Commodities: Work months expended for each category of output reported

	<i>Trade Negotiations and Commercial Diplomacy Branch</i>	<i>Trade Analysis Branch</i>	<i>Competition Policy and Consumer Protection Branch</i>	<i>Trade, Environment, Climate Change and Sustainable Development</i>	<i>Trade and Gender Section</i>	<i>Total</i>
Intergovernmental 2010–2011	101	8	64	29	9	211
consensus building 2012–2013	98	8	58	35	-	199
Research and analysis and other 2010–2011	127	81	79	66	38	391
substantive outputs 2012–2013	103	74	88	66	71	402
Training courses, workshops and seminars 2010–2011	41	15	28	36	4	124
Advisory services 2012–2013	42	27	25	38	9	141
Field projects 2010–2011	51	14	28	50	4	147
2012–2013	52	31	25	52	4	164
2010–2011	41	56	28	94	-	219
2012–2013	41	10	25	97	-	173
Total 2010–2011	361	174	252	275	55	1 117
2012–2013	335	154	245	288	87	1 109
Number of staff members (regular budget)	17	16	8	13	1	55

Source: Integrated Monitoring and Document Information System.

Table A4

Division on International Trade in Goods and Services, and Commodities: Field activities in all branches, 2010–2014

<i>Activity type</i>	2010	2011	2012	2013	2014	Total
Advisory mission	29	68	76	24	27	224
Consultancy contract	12	34	8	15	2	71
Inter-agency request	7	12	-	-	-	19
UNCTAD training session	-	4	8	10	2	24
UNCTAD workshop or seminar	14	19	24	10	14	81
Total	62	137	116	59	45	419

Table A5

Division on International Trade in Goods and Services, and Commodities: Field activities by region, 2010–2014

<i>Activity type</i>	<i>Africa</i>	<i>Asia</i>	<i>Latin America</i>	<i>East and Central Europe</i>	<i>Western Europe</i>	Total
Advisory mission	56	64	46	16	47	229
Consultancy contract	12	7	46	3	3	71
Inter-agency request	0	1	11	0	0	12
UNCTAD training session	2	5	12	1	0	20
UNCTAD workshop or seminar	18	17	41	6	11	93
Total	88	94	156	26	61	425

Table A6

Subprogramme 3: Number of publications by biennium, 2010–2015

	2010–2011	2012–2013	2014–2015
Recurrent publications	31	38	34
– Analytical studies	25	32	29
– Handbooks	6	6	5
Non-recurrent publications: Technical papers	26	19	21
Total	57	57	55

Table A7

Subprogramme 3: Potential overlaps in work programme with subprogramme 1, 2012–2013

<i>Subprogramme 1</i>	<i>Subprogramme 3</i>
Ad hoc expert groups	
Adapting development strategies to new global challenges and opportunities	Non-tariff measures
Coherence between international economic rules and national policies and development strategies	Recent advancements in economic research on international trade and its policy implications for development
Current and upcoming issues relating to interdependence of trade, finance, investment, technology and macroeconomic policies	Role of competition policy in promoting domestic and international competitiveness; role of consumer protection policy
Role of growth-oriented macroeconomic, fiscal and financial policies in development	Contribution to development of services economy and trade in services
	Role of trade policy and international trading system in development
	Trade, climate change and sustainable development

	Implications of green economy for trade, investment and sustainable development
Recurrent publications and publication themes	
<i>Trade and Development Report</i>	Analytical series A:
<i>Handbook of Statistics</i>	Trade and biodiversity, trade and climate change, trade, environment and sustainable development
<i>Development and Globalization: Facts and Figures</i>	Ensuring development gains from the international trading system and trade negotiations
	Current issues in competition law and development
	Developing countries in international trade
	Trade, development and environment review
	Trade, poverty and cross-cutting development issues
	Voluntary peer reviews of competition law and policy
	Analytical series B:
	Handbook on effective competition agencies
	Handbook on gross domestic product and competition legislation and market access studies
	Model law on competition
	Trade policy issues
Non-recurrent publications and publication themes	
Globalization and development policies	Trade, environment and sustainable development
Study series on South–South cooperation and regional integration	Sectoral studies on competition provisions in regional groupings
	Selected issues in international trade negotiations and ensuring development gains, services and development impact assessments
	Studies on trade policy development under the emergent multilateral trading system in Africa and in least developed countries

Table A8

Division on International Trade in Goods and Services, and Commodities: Download data for a sample of subprogramme 3 publications

No.	Title	Year	Total downloads up to
			1 November 2014
1	<i>Trade and Environment Review</i>	2013	51 952
2	Comparative study of the fruit and vegetables standard of Global Good Agricultural Practices and the European Union organic agriculture regulations	2010	536
3	Voluntary peer review of competition law and policy in Armenia: Overview	2010	893
4	<i>The State of Sustainability Initiatives Review: Sustainability and Transparency</i>	2010	
5	<i>Creative Economy Report</i>	2010	19 168
6	Trade liberalization and informality: New stylized facts (Policy Issues in International Trade and Commodities Study Series No. 43)	2010	1 090
7	BioTrade: How business is driving change (not available online)	2010	
8	Recent developments in key commodity markets: Trends and challenges	2010	468
9	Services, development and trade: The regulatory and institutional dimension	2010	288

No.	Title	Year	Total downloads up to 1 November 2014
10	Evolution of the international trading system and of international trade from a development perspective: The impact of the crisis-mitigation measures and prospects for recovery	2010	719
11	Report of the United Nations Secretary-General on international trade and development	2011	
12	Sectoral study on the petroleum industry in Zambia	2011	3 402
13	Export structure and economic performance in developing countries: Evidence from non-parametric methodology (Policy Issues in International Trade and Commodities Study Series No. 48)	2011	2 918
14	Foundations of an effective competition agency	2011	327
15	Innovative approaches to resolving commodity-related problems basing on effective multi-stakeholder partnerships	2011	274
16	Integration of developing countries in global supply chains, including through adding value to their exports	2011	1 075
17	BioTrade Impact Assessment System	2011	
18	Services, development and trade: The regulatory and institutional dimension – Expanding trade opportunities for developing countries	2011	115
19	Assessing the evolution of the international trading system and enhancing its contribution to development and economic recovery	2011	126
20	Report on world commodity trends and prospects	2011	
21	<i>The Palestinian economy in East Jerusalem</i>	2011	1 851
22	Competition policy and public procurement	2012	1 779
23	Evolution of the international trading system and of international trade from a development perspective	2011	617
24	<i>Implications of the Global Economic Crisis on India's Services Sector</i>	2011	1 035
25	Tariff preferences as a determinant for exports from sub-Saharan Africa (Policy Issues in International Trade and Commodities Study Series No. 60)	2011	1 443
26	Voluntary peer review of competition law and policy in Nicaragua (including corrigendum)	2013	529
27	Voluntary peer review of competition law and policy in Pakistan	2013	758
28	The impact of cartels on the poor	2011	1 064
29	Building a dataset for bilateral maritime connectivity (Policy Issues in International Trade and Commodities Study Series No. 61)	2012	1 782
30	Voluntary Peer review of competition law and policy in Namibia	2014	298
Total			94 507

Annex B

Terms of reference for the evaluation

External evaluation of UNCTAD subprogramme 3: International trade

1. Introduction and purpose

The Trade and Development Board, at its sixty-first annual session, agreed with the conclusions of its subsidiary organ, the Working Party on the Strategic Framework and the Programme Budget, which included a request to the UNCTAD secretariat to conduct an independent evaluation of UNCTAD's subprogramme on international trade. The Working Party will consider the results of the evaluation at its seventy-first session.

The objective of the evaluation is to assess the relevance, effectiveness and efficiency of work implemented by the subprogramme in relation to its mandates, and to propose enhancements as appropriate.

2. Background

UNCTAD's subprogramme on international trade has two components: component 1 on international trade; and component 2 on commodities. In order to allow a focused, in-depth evaluation within the time frame and resources available for this evaluation, the evaluation will only cover component 1 of the subprogramme (see the appendix to this annex).

The objective of UNCTAD's subprogramme on international trade for the biennium 2014–2015 is as follows:

To ensure the effective, qualitative and beneficial participation of all countries in international trade in order to build more inclusive and sustainable development outcomes.²

Substantive responsibility for component 1 of SP3 is vested in the Division on International Trade in Goods and Services, and Commodities. The Division implements its mandates across UNCTAD's three pillars of work, namely research and analysis, consensus-building and technical assistance. To this end, intergovernmental meetings are organized and/or serviced by the Division, which provide a platform for deliberations and experience-sharing on key national and international trade and trade-related issues that contribute to building an enabling environment for international trade. These deliberations, inter alia, draw on empirical data emerging from regularly updated trade-related analytical tools and statistical information, analyses of country, regional, thematic and sectoral experiences and policy-oriented reports prepared by the Division. The results of intergovernmental discussions and analyses serve as inputs for the Division's demand-driven technical cooperation and capacity-building activities, which assists countries in formulating and implementing policies and legislation, and developing human, institutional and regulatory capacities and know-how, as well as productive capacities.

In its implementation of the work under SP3, the Division on International Trade in Goods and Services, and Commodities is organized into the following five thematic areas: the development dimension of trade policy and trade negotiations, international trade and

² A/68/6 (Sect. 12).

the trading system; trade policy research, analysis and information and data; trade, gender and development; competition policy and law and consumer welfare; and mutually supportive trade, environment and sustainable development approaches.

The programme of work of SP3 is presently implemented in accordance with the strategy detailed under SP3 of programme 10 of the UNCTAD biennial programme plan for the period 2014–2015.³ Annex 1 contains the logical framework of and strategy for the international trade component of SP3 for the biennium 2014–2015. For the biennium 2014–2015, the regular budget resources for SP3 include 67 posts and approximately US\$692,000 in non-post resources.⁴

3. Scope of the evaluation

The scope of the evaluation covers the period from 2010 to 2014. The evaluation will assess the relevance, effectiveness and efficiency of SP3 using the evaluation criteria and questions stated in subsection 4 below.

The emphasis of the evaluation is on:

- (a) Achievements of SP3 between 2010 and 2014, and how its outputs and activities contribute to addressing the mandate of UNCTAD
- (b) Results attained by SP3 at the national, regional and international levels in terms of ensuring inclusive and sustainable development outcomes through trade
- (c) Comparative advantages of SP3
- (d) Effectiveness and efficiency of mechanisms for programme delivery

On the basis of its assessments, the evaluation team should make recommendations aimed at enhancing the achievement of measureable results in the subprogramme's implementation of its programme of work.

It is at the evaluators' discretion as to the actual representative activities to be included for assessment in the evaluation. A list of activities and other relevant materials will be provided to the evaluators. The latter includes publications, documents and reports produced by the subprogramme, reports of intergovernmental meetings serviced by the subprogramme, project documents and reports, mission reports, material used for activities, resource-use information, lists of beneficiaries, counterparts and resource persons, existing evaluation reports and feedback (assessments and letters).

4. Evaluation issues

The evaluation issues and questions are as specified below:

Relevance

- To what extent and how has SP3 been relevant to the needs of its main stakeholders?
- To what extent is SP3 aligned with UNCTAD's mandates and internationally agreed development goals, and how well has its management translated the relevant mandates into programme priorities and workplans?
- To what extent are gender issues reflected in the activities and in the substantive focus of SP3, and what are the constraints faced in this regard?

³ A/67/6 (Prog. 10).

⁴ A/68/6 (Sect. 12).

- What are the areas of comparative advantage and value added of SP3 in terms of contributing to global, regional and national policy processes?

Effectiveness (including impact)

- To what extent has SP3 achieved its targeted results in 2010–2014 (as enunciated in the UNCTAD biennial programme plan for that period)? What indications are there of the actual (or potential) impact of SP3, in particular at the national level?
- To what extent is there evidence of the influence of SP3 in national policy processes? In particular, to what extent is there evidence of SP3 inputs in policy instruments adopted by member States including, but not limited to, laws, regulations, policy statements, strategies, action plans and economic instruments?
- What are the key factors that have contributed to, or hindered, the subprogramme's influence in global, regional and/or national policy processes?

Efficiency

- To what extent has SP3 been efficient and effective in using its three core modalities of work (that is, research and analysis, support to consensus-building and technical assistance) in a way to optimize their complementarities?
- To what extent are there synergies between SP3 and other UNCTAD subprogrammes and can this be improved?

5. Evaluation methodology

The evaluation team is expected to undertake the evaluation in as rigorous a manner as possible to produce useful information and formulate action-based recommendations. The team is expected to produce evidence-based data and utilize appropriate approaches of data collection methods and analysis. It will observe the evaluation norms and standards of the United Nations Evaluation Group.

The evaluation will have five stages, as follows:

- Literature review and initial consultation
- Evaluation design
- Data collection
- Data analysis
- Drafting and reporting

In terms of data collection, the evaluation will use a multiple method approach that could include, but will not be limited to, the following:

(a) A desk review and content analysis of secondary documents, including UNCTAD's mandate, budget fascicles, any performance assessment and evaluation reports, reports of the annual sessions of the Trade and Development Board, the Trade and Development Commission and other relevant intergovernmental meetings, publications and reports produced by the subprogramme and other documents as relevant.

(b) Missions to UNCTAD in Geneva to conduct face-to-face key informant interviews and/or focus group discussions with UNCTAD staff, representatives of member States of UNCTAD, partner institutions and civil society.

(c) Mission to a selected country or countries to conduct face-to-face key informant interviews and/or focus group discussions with relevant partners and

stakeholders. Organization of the visit will be decided in consultation with the Evaluation and Monitoring Unit based on the initial study of the available documentary evidence and taking into account the budgetary provisions for this purpose.

(d) An online survey to relevant stakeholders, as identified in consultation with programme managers.

(e) Follow-up telephone interviews as may be required to clarify responses provided through the online questionnaire.

(f) Direct observation of meetings or events organized under the SP3 programme of work during the period of the evaluation.

6. Structure of the evaluation team

The evaluation will be conducted by an independent, external evaluation team composed of one professional evaluator – the team leader – 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 evaluation team will work under the methodological guidance of the Evaluation and Monitoring Unit.

7. Description of duties

The team leader bears responsibility for the evaluation, including the following:

- Conceptualizing and operationalizing the evaluation, including the presentation of an inception report that includes a detailed workplan;
- Leading the evaluation team and ensuring that each team member is aware of his or her own key roles and responsibilities within the team;
- Overseeing and undertaking the systematic data collection, stakeholder consultations and analytical and writing assignments conducted by the team, in accordance with the agreed workplan;
- Leading field missions to conduct interviews with beneficiaries and other relevant stakeholders at the country level, and if desirable and feasible, to observe the project(s) in action, and drafting mission summaries;
- Ensuring the team adheres to the norms, standards and codes of conduct of the United Nations system for evaluations;
- Overseeing a timely and high-quality production of the evaluation deliverables in accordance with the processes described in the overall terms of reference;
- Finalizing and presenting the evaluation report to Working Party.

The other two team members will contribute to the evaluation design, data collection, assessments and reporting. The evaluation team will be collectively responsible for the completion of the report and its presentation to the Working Party, who commissioned the evaluation. The evaluation team must take full responsibility for the contents of its report and ensure its independence and accuracy.

The evaluation team should observe the United Nations Evaluation Group guidelines, standards,⁵ and norms⁶ for evaluations in the United Nations system, as well as

⁵ United Nations Evaluation Group, 2005, Standards for Evaluation in the United Nations System, UNEG/FN/Standards.

⁶ United Nations Evaluation Group, 2005, Norms for Evaluation in the United Nations System, UNEG/FN/Norms.

the latest version of UNCTAD's Evaluation Policy (December 2011), in the conduct of this evaluation.

8. Deliverables

On the basis of a preliminary desk review and interviews, the evaluation team should submit an inception report that:

- Explicitly and clearly defines what will and will not be covered, including, for example, the time frame, programmes and activities to be included in the evaluation
- Specifies the methods for data collection and analysis, including information on the overall methodological design and draft interview guides and surveys, as appropriate
- Includes a comprehensive and tailored set of evaluation questions and indicators within the framework of the evaluation criteria
- Describes the key stages of the evaluation process and the project timeline

The final output of the evaluation is a report of strictly no more than 8,300 words, composed of three parts, namely introduction and a brief description of the subprogramme and the evaluation methodology; findings, assessments and conclusions according to the criteria identified in subsection 4 of the present annex; and 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.

9. Timetable

A draft of the report must be presented by 18 May 2015 to the Evaluation and Monitoring Unit and relevant stakeholders for verification of factual findings, as well as its compliance with the terms of reference, before submission of the final report.

The deadline for submission of the final report is 12 June 2015.

The evaluation team is required to present the report to the Working Party at its seventy-first session, scheduled to be held in Geneva from 7 to 9 September 2015.

10. Monitoring and progress control

The lead evaluator must keep the Evaluation and Monitoring Unit informed of progress made in the evaluation on a regular basis.

Appendix

Logical framework of subprogramme 3 for the biennium 2014–2015 (extracted from A/69/6 (Prog. 10) and A/68/6 (Sect. 12))

Subprogramme 3

Component 1: Strengthening international trade

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade in order to build more inclusive and sustainable development outcomes.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened understanding and capacity of developing countries, in particular least developed countries, and countries with economies in transition, to integrate beneficially into the global economy and the international trading system	<p>(a) (i) Increased number of countries receiving UNCTAD assistance for their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South–South trade negotiations and World Trade Organization accession processes</p> <p><i>Performance measures</i> 2010–2011: 40 countries 2012–2013 estimate: 41 countries 2014–2015 target: 40 countries</p> <p>(ii) Increased number of developing countries integrating trade, productive capacity and development concerns, including women’s empowerment and employment, in particular youth employment, into their best-fit national trade and services policies</p> <p><i>Performance measures</i> 2010–2011: 15 developing countries 2012–2013 estimate: 16 developing countries 2014–2015 target: 15 developing countries</p>
(b) Enhanced capacity of developing countries and countries with economies in transition according to their specific needs in trade and trade-related decision-making and addressing the trade and development impact of non-tariff measures	<p>(b) (i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, the Agricultural Trade Policy Simulation Model and the Transparency in Trade Initiative</p> <p><i>Performance measures</i> 2010–2011: 40,000 users 2012–2013 estimate: 43,000 users 2014–2015 target: 46,000 users</p> <p>(ii) Increased number of specific actions taken by member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade</p> <p><i>Performance measures</i> 2010–2011: five actions 2012–2013 estimate: six actions 2014–2015 target: eight actions</p>
(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws	(c) (i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South–South) competition and consumer protection based on the sharing of best practices and peer reviews with regard to the

implementation of such policies

Performance measures

2010–2011: 13 developing countries

2012–2013 estimate: 15 developing countries

2014–2015 target: 17 developing countries

(ii) Increased number of countries using the UNCTAD Model Law on Competition and volunteering for peer reviews of competition law and policy

Performance measures

2010–2011: two countries

2012–2013 estimate: seven countries

2014–2015 target: four countries

(d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels

(d) (i) Increased number of developing countries designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives

Performance measures

2010–2011: 32 developing countries

2012–2013 estimate: 34 developing countries

2014–2015 target: 34 developing countries

(ii) Increased number of developing countries participating in the BioTrade and Biofuels Initiatives

Performance measures

2010–2011: 16 developing countries

2012–2013 estimate: 17 developing countries

2014–2015 target: 17 developing countries

Strategy

The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. The subprogramme promotes inclusive and sustainable growth and development, based on trade, through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals. The subprogramme will, in particular, address persistent and emerging development challenges as they relate to their implications for trade and development, including on sustainable development, women's empowerment and employment, especially for the poor and youth. It will also support strengthening of all forms of cooperation and partnerships for trade and development, including North–South, South–South and triangular cooperation. The subprogramme will continue to improve close cooperation and enhance synergies and complementarities with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade in goods and services, and commodities. Through all three pillars of the work of UNCTAD, the subprogramme assists developing countries, in particular those in Africa, least developed countries and countries with economies in transition.

The work of UNCTAD under the subprogramme will include:

(a) Monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective; placing greater emphasis on practical solutions, including policy options and successful strategies for maximizing trading opportunities; mitigating the adverse impacts of global economic crises and building resilient economies

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- (b) Monitoring all forms of protectionism, in cooperation with the World Trade Organization and other relevant institutions
- (c) Enhancing the capacity of developing countries and countries with economies in transition to establish negotiating priorities, to negotiate and implement bilateral, regional and multilateral trade agreements and to optimize development gains
- (d) Providing developing countries, in particular least developed countries and countries with economies in transition that are acceding to the World Trade Organization, with technical assistance and capacity-building prior to, during and in the follow-up of the accession process, depending on their level of development and needs
- (e) Examining ways to improve the utilization of trade preferences
- (f) Assisting developing countries, in particular least developed countries, as well as countries with economies in transition and structurally weak, vulnerable and small economies, in their efforts to integrate into the multilateral trading system
- (g) Assisting developing countries and countries with economies in transition in their efforts to increase participation in global services production and trade, including in undertaking services policy reviews and establishing effective regulatory and institutional frameworks
- (h) Continuing existing research and analysis within its mandate on the impact of migration on development and on enhancing the impact of migrants' remittances on development
- (i) Assisting developing countries, in particular least developed countries and countries with economies in transition, in their efforts to successfully achieve economic diversification and structural transformation, including their increased participation and upscaling in manufacturing and creative industries and global supply chains
- (j) Continuing its work on trade and development aspects of intellectual property, while acknowledging that the World Intellectual Property Organization has the lead on intellectual property rights issues within the United Nations system
- (k) Facilitating economic cooperation among developing countries and South–South trade, including through the Global System of Trade Preferences among developing countries
- (l) Strengthening analytical capacity for trade policymaking and negotiations and integrating trade and development concerns into national trade policies that would contribute to productive capacity, inclusiveness, the empowerment of women and employment creation, in particular for least developed countries
- (m) Addressing the trade and development impacts of non-tariff measures, particularly through comprehensive research and analysis, partnerships with other related international organizations on data collection on non-tariff measures and designing innovative methods of quantifying impacts of non-tariff measures on international trade
- (n) Promoting the use of effective competition and consumer policies for achieving domestic and international competitiveness and for dealing with anticompetitive practices, including through the sharing of best practices and carrying out of peer reviews
- (o) Addressing issues at the interface between trade and environment in the context of sustainable development, fostering low-carbon development, including through technology transfers, ensuring development gains and seizing trade and investment opportunities related to the emerging climate change regime and the sustainable use of biodiversity

- (p) Addressing challenges and opportunities of the green economy and other models in the context of sustainable development, poverty eradication and resilience to climate change
- (q) Developing and implementing trade and trade-related technical cooperation and capacity-building activities including through Aid for Trade
- (r) Sharing best practices on cooperation and partnerships for trade and development that can enhance achievement of the Millennium Development Goals
- (s) Undertaking research and analysis on public–private partnerships in the development context, with the aim of mapping out best practices as well as evaluating models of public–private partnerships that can help to establish linkages between local producers in developing countries and global supply chains

Annex C

Evaluation matrix

	<i>Subquestions</i>	<i>Indicators and/or means of verification</i>	<i>Data sources</i>	<i>Data collection means</i>
Relevance				
To what extent and how has SP3 been relevant to the needs of its main stakeholders?	How does the Division identify the needs and priorities of its stakeholders? What are the main platforms where these are articulated, endorsed or mandated?	Resolutions expressed at the General Assembly and United Nations Conferences on Trade and Development	Division on International Trade in Goods and Services, and Commodities Office of the Secretary-General	Literature survey Interviews Questionnaire (survey)
	Have the needs and priorities of stakeholders changed over time and how has SP3 reflected these changing needs?	Statements of member States	Policymakers in State capitals and policy influencers: – Permanent missions – UNCTAD implementation partners – Research institutions Donors	Field missions
To what extent is SP3 aligned with UNCTAD's mandates and internationally agreed development goals and how well has its management translated the relevant mandates into programme priorities and workplans?	How well does SP3 design cover the entirety of the mandate?	Compliance and/or correspondence with the Accra Accord, Doha Mandate and General Assembly	Division Director Office of the Secretary-General	Interviews with Division and branch staff
	Does the Division have the due expertise and capabilities to fulfil the mandate?	Strategic priorities for the bienniums and General Assembly programme budgets for bienniums	Member State delegates Donors	Interviews with member State delegates and regional groupings
	How does the management allocate its limited human and programme resources to address the various thematic priorities, which may have different levels of demand over time?	Perceptions of member State delegates	Selection of beneficiaries in State capitals	Field missions
	Is there enough structural flexibility to respond to these changing demands?	Perceptions of donors		
To what extent are gender issues reflected in activities and in the substantive focus of SP3 and what constraints have been faced in this regard?	How has the work on trade and gender evolved over time?	Work programme on trade and gender	Division Director Trade and Gender Section	Interviews with Division and branch staff
	Is there a definite budget and specific work programme for the work on trade and gender?	Records at the Office of the Secretary-General and in the Division on International Trade in Goods and Services, and Commodities	Project beneficiaries in State capitals	Interviews with beneficiaries in State capitals
	Is the present structure well placed to integrate the work on gender into the other thematic areas of trade negotiations, trade and environment, trade policy analysis and competition policy?	Division Director, Trade and Gender Section and other branches		Field missions
	How can the various branches coordinate their work in policy analysis with the gender analysis work, which presently follow independent streams?			

	<i>Subquestions</i>	<i>Indicators and/or means of verification</i>	<i>Data sources</i>	<i>Data collection means</i>
What are the subprogramme's areas of comparative advantage and value added in terms of contributing to global, regional and national policy processes?	<p>Who are the other key actors providing assistance comparable to UNCTAD in the following areas of international trade: trade negotiations and commercial diplomacy; pre, during and post-World Trade Organization accession; non-tariff measures; competition policy and consumer protection; services and creative economy; organic agriculture; trade, environment and sustainable development, biotrade and biofuels; and trade and gender?</p> <p>How does UNCTAD's work differ from the others in serving its stakeholders' needs?</p> <p>What are the overlaps, complementarities and synergies between UNCTAD and others in responding to these areas?</p> <p>How do stakeholders perceive UNCTAD support compared to the others', in responding to their needs and priorities?</p>	<p>List of other actors working in similar domains with the target stakeholders</p> <p>Self-assessments at UNCTAD, listing areas of comparative advantage</p> <p>Perceptions of other key agencies on areas of comparative advantage</p> <p>Perceptions of beneficiaries using services and support from multiple agencies</p>	<p>Division on International Trade in Goods and Services, and Commodities</p> <p>International Centre for Trade and Sustainable Development</p> <p>International Trade Centre</p> <p>Organization for Economic Cooperation and Development</p> <p>South Centre</p> <p>United Nations Environment Programme</p> <p>World Trade Organization</p> <p>Selection of beneficiary countries that received UNCTAD support</p>	<p>Interviews with agencies based in Geneva</p> <p>Online/E-mail survey</p> <p>Field missions</p>
Effectiveness (including impact)				
To what extent has SP3 achieved its targeted results in 2010–2014 as enunciated in the biennial programme plan for that period? What indications are there of actual or potential impact, in particular at the national level?	<p>Has SP3 attained its target indicators for the bienniums 2010–2011 and 2012–2013?</p> <p>Is there adequate progress in implementing the workplan for 2014–2015?</p> <p>How do the subprogramme's results link to key policy challenges of the countries assisted?</p> <p>Are the indicators adequate and robust enough to represent results at the national level? What indicators would best represent policy impact at the national level?</p>	<p>Performance indicators stated in work programme (data from the Integrated Monitoring and Document Information System)</p> <p>Perceptions of beneficiary countries and corroboration of in-country actions based on UNCTAD support</p> <p>Tracing chain of influence from activities to policy results, in specific attainments stated in performance assessments</p> <p>Assessment of indicators under specific, measurable, achievable, relevant and time-bound criteria</p> <p>Proposed guidelines for new results-based management system</p>	<p>Annual reports of the Division</p> <p>Annual reviews of technical cooperation</p> <p>Biennial performance reports for 2010–2011 and 2012–2013 (reports for 2014 to extent available)</p> <p>Division Director</p> <p>Evaluation and Monitoring Unit</p> <p>Technical Cooperation Service</p>	<p>Literature review</p> <p>Discussions with Division Director, branch staff, Evaluation and Monitoring Unit and Technical Cooperation Service</p>
To what extent is there evidence of its influence in national policy processes? In particular, of its	<p>Which pillars of UNCTAD's work in SP3 are more directly relevant and useful to member States at the national level?</p> <p>How does the body of research and analysis carried out in Geneva lead to</p>	<p>Trade and Development Board, Trade and Development Commission and expert group meeting agendas</p> <p>Data on dissemination of</p>	<p>Member State delegates</p> <p>Communications Unit</p> <p>Intergovernmental Support Service</p>	<p>Interviews</p> <p>Discussions with the Intergovernmental Support Service and Division</p>

	<i>Subquestions</i>	<i>Indicators and/or means of verification</i>	<i>Data sources</i>	<i>Data collection means</i>
inputs in policy instruments adopted by member States including but not limited to laws, regulations, policy statements, strategies, action plans and economic instruments?	national-level policy considerations?	research and analytical products by SP3	Division Director	Director
	Are the main research outputs and policy briefs circulated well in advance of meetings?	Communications plan followed by various branches for key publications		Interviews with regional groupings in Geneva
	Do the Trade and Development Board and its bodies provide sufficient time for member States and delegates to discuss the key messages of SP3?	Testimonials from countries		Selection of member State delegates and counterparts in State capitals
	Does the Division formally or informally track the use in beneficiary countries of its policy advice and research and technical cooperation activities?	Illustrations of specific country-level results by the Division Director and branch staff		Field missions
	Are there reports from countries as to the usefulness of the support provided by SP3?	Self-assessments by the Division Director and branch staff		
	How does SP3 get to know of the usefulness of its research and intergovernmental consensus building work? Does SP3 have any mechanism of quality review other than the centrally organized annual UNCTAD readership survey?	Observations of the Office of the Secretary-General		
	How does SP3 and/or the Division track the usage of its research and intergovernmental work in policymaking?	Perceptions of member States and delegates		
What are the key factors that have contributed to, or hindered, the influence of SP3 in global, regional and/or national policy processes?	Can a more organized mutual reporting and feedback cycle be incorporated into the subprogramme?			
	What is in place to follow up on finished projects that essentially provide policy advice and options for beneficiary countries to implement policies on their own?			
	What are the pathways by which UNCTAD's three pillars contribute to country-level results in policy processes?	Self-assessments by the Division Director and branch staff	Member State delegates	Interviews
	Is the lack of field presence and staff constraints a limiting constraint in UNCTAD's influence on regional and national policy processes?	Observations of the Office of the Secretary-General	Division Director	Discussions with the Intergovernmental Support Service and Division Director
	Does the work balance among the three pillars limit the subprogramme's ability to service member State requests at the country level?	Perceptions of member States and delegates	Selection of beneficiary countries of UNCTAD support	Interviews with regional groupings in Geneva
	To what extent is secure extrabudgetary funding important and/or necessary to achieve results at the national level?	Perceptions of donors		Selection of counterparts in State capitals
	To what extent is SP3 dependent on regular and external expertise for research and analysis and technical cooperation activities? What is the extent of use of external experts and/or consultants?			

	<i>Subquestions</i>	<i>Indicators and/or means of verification</i>	<i>Data sources</i>	<i>Data collection means</i>
Efficiency				
To what extent has SP3 been efficient and effective in using its three core modalities of work, that is research and analysis; support to consensus-building; and technical assistance, in a way to optimize their complementarities?	What is the approximate balance of work across the three pillars, at the subprogramme level and within each of the branches?	Breakdown of resource allocation and financial statements of projects (data from the Integrated Monitoring and Document Information System)	Budget and Project Finance Section Data from the Integrated Monitoring and Document Information System	Discussions with Division Director and branch staff Budget and Project Finance Section
	Have research outputs and technical cooperation projects been completed within agreed timelines and budgets?	Perceptions of donors and Development Account focal point		Development Account focal point
	What is the distribution of expenditures across external expertise; training and/or capacity development; events and seminars; and travel and logistics?	Perceptions of Technical Cooperation Service		Interviews with donors Online/E-mail survey
To what extent are there synergies between SP3 and other UNCTAD subprogrammes and how can this be improved?	What is the nature of cooperation with subprogramme 5 on Africa, least developed countries and special programmes; subprogramme 1 on globalization, interdependence and development; and subprogramme 2 on investment and enterprise?	Examples of cooperation between subprogrammes Attempts made by subprogrammes to consult with one another or work together in the same country or on similar themes Perceptions of respondents from various subprogrammes	Division compact Office of the Secretary-General Directors of Divisions (various subprogrammes)	Interviews with Office of the Secretary-General and Division Directors
	Are there illustrations of joint activities and projects with these subprogrammes? Are these ad hoc or do they follow a formal plan and joint approaches from the beginning?	New processes introduced by the Office of the Secretary-General and Division on International Trade in Goods and Services, and Commodities to secure greater interdivisional synergies		
	Do these subprogrammes contribute in any way to the research and analysis done by SP3?			
	In what way does or can SP3 benefit from or contribute to the work of these subprogrammes?	Division compact		
	What are the factors for low levels of cooperation, if such is the case?			
	What attempts have been made to increase synergies among subprogrammes?			
	What should be done at the senior management level (beyond the control of SP3) to increase synergies?			