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**EVALUATION OF UNCTAD'S TRADE, ENVIRONMENT AND DEVELOPMENT  
PROGRAMME**

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**Executive summary**

UNCTAD's Trade, Environment and Development (TED) programme provides training and research in areas where trade and environment meet. It aims at building capacity to handle relevant WTO negotiation issues as well as trade and environment issues of importance to developing countries. The main tool for building capacity is workshops, focusing on awareness raising, research and dissemination of information in the field. The TED programme, excluding BIOTRADE, has grown considerably in the last few years, in terms of both funding and participation. The main activities have been typically meetings, workshops and seminars. The programme covers global, regional and country projects, as well as training activities. The BIOTRADE initiative seeks to enhance the capacity of developing

countries to produce value-added products from biodiversity for both domestic and export markets. Its mandate is closely linked to Agenda 21 and the Convention on Biological Diversity.

The activities per se, like the workshops, seminars and so forth, are considered to be good; however some participants see the link with their immediate work as weak. Also, the follow-up is often considered weak. The activities have made some impact, but the outreach is not as good as intended. Overall, the impact will not be sustainable without proper follow up. Both beneficiaries and donors have had difficulties in obtaining information about the programme, and have also experienced varying standards of service. There is a need to organize the work so as to address the whole value chain, rather than on an activity-by-activity basis as at present. The TED programme cooperates with many partners; however, cooperation with some other organizations could be more strategically and systematically integrated into the programme. The programme uses project activities as indicators of achievement, rather than indicators based upon the objectives and expected results.

Overall, the programme has an impact on the beneficiaries, and its continued existence is therefore justified. Performance, however, could be better. It is recommended that TED create a vision and a strategy for its work, as well as develop a communication strategy to ensure good communication with beneficiaries and donors, both potential and existing; work out measurable performance indicators; undertake internal training for staff; improve follow-up; pay attention to the value chain; improve outreach; and plan for how to withdraw after completion of activities.

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## INTRODUCTION

1. At the Working Party's thirty-ninth session in 2002, members agreed to an in-depth evaluation of the technical cooperation programme on trade, environment and development for discussion at its session in 2003 dealing with technical cooperation activities. The evaluation was carried out from February to June 2003. It focused on two parts of the programme, first, the regular technical cooperation activities, and second, the BIOTRADE initiative. Although the two programmes have many similarities, they are divided in terms of focus and methods of working, as well as having organizational differences.

2. A team of three conducted the evaluation - an external consultant and two representatives from the Geneva Missions, who are familiar with UNCTAD's intergovernmental mandates and programmes. The team worked under the methodological guidance of the Programme, Planning and Assessment Unit, Executive Direction and Management. The evaluation included field visits to Uganda, Kenya and India, interviews in Geneva with both beneficiary and donor countries and a web-based questionnaire survey of participants in UNCTAD's trade, environment and development activities. The evaluation also took account of papers and documents prepared by UNCTAD's trade, environment and development unit. These included project, research and internal documents, as well as the presentation material used in workshops and the like.

### THE TRADE, ENVIRONMENT AND DEVELOPMENT PROGRAMME

3. UNCTAD's Trade, Environment and Development (TED) programme provides training and research in areas where trade and environment meet. It aims at building capacity to handle relevant WTO negotiation issues as well as trade and environment issues of importance to developing countries. The main tool for building capacity is workshops, focusing on awareness raising, research and dissemination of information in the field.

4. Technical cooperation and capacity building under the TED programme has four components: post-Doha capacity building; the UNEP-UNCTAD Capacity-Building Task Force (CBTF); the BIOTRADE Initiative; and climate change<sup>1</sup>.

5. These derive their mandates from various international conferences dating back to the Rio Summit, and most recently to the World Summit on Sustainable Development (WSSD). Agenda 21 and the Bangkok Plan of Action, in particular, provided UNCTAD with a mandate to promote the integration of trade, environment and development. The Bangkok Plan of Action agreed at UNCTAD X, also mandated a broad-based programme of capacity building on trade, environment and development. The Brussels Programme of Action reaffirmed the LDC-specific objectives as defined in Agenda 21 and Rio+5, as well as commitments from multilateral environmental agreements, as the main basis for action in support of LDCs. The Doha Declaration reaffirmed the commitments to sustainable development as well the need for strengthened technical cooperation. Most recently, the World Summit on Sustainable Development contributed to the trade and environment issues by several additional funding provisions.

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<sup>1</sup> Climate change is excluded from the present evaluation.

### **The Post-Doha work programme**

6. Following the adoption of the WTO Doha Ministerial Declaration (November 2001), UNCTAD has included trade and environment as a separate window for technical assistance in its programme proposal, "Technical assistance and capacity building for developing countries, especially LDCs, and economies in transition in support of their participation in the WTO Post-Doha work programme"<sup>2</sup>. The programme aims at supporting developing countries with regard to WTO negotiations, regional integration processes, building supply capacities and effective domestic policy-making. UNCTAD's work on trade negotiations pre-dates Doha through *inter alia* the "positive agenda" and has thus been active in the field of trade and environment in cooperation with other intergovernmental organizations such as UNEP, UNDP and, more recently, WTO.

### **UNEP-UNCTAD Capacity-Building Task Force**

7. UNCTAD and UNEP established in 2000 a Capacity-Building Task Force (CBTF) as a form of structured cooperation. Its objective is "to strengthen the capacities of countries, in particular, developing and economies in transition, to effectively address trade, environment and development issues". It builds capacity through thematic research, country studies, training, policy dialogue, and networking and information exchange. The CBTF includes a special programme for least developed countries (LDCs) to help implement the Programme of Action for the LDCs for the decade 2001-2010 adopted at the Third United Nations Conference on the Least Developed Countries. It was established for an initial period of three years (2000-2002) and has now been extended to the second phase. At the WSSD, phase two of the CBTF was recognized as a Type-2 partnership.

### **The BIOTRADE Initiative**

8. The BIOTRADE Initiative - launched in 1996 - seeks to enhance the capacity of developing countries to produce value-added products from biodiversity for both domestic and export markets. Its mandate is closely linked to Agenda 21 and the Convention on Biological Diversity (CBD). The initiative delivers assistance mainly in the form of country programmes all of which have been implemented in Latin America. Country programmes include enterprise development, market information, access to finance, export promotion and, linkages with local communities. All of these satisfy the sustainability criteria.

9. The initiative also covers regional programmes in the Andean Region and the Bolsa Amazonia. Some initial contacts and planning were undertaken during the period from 1997 to 1999. However, actual projects did not start before the year 2000. BIOTRADE now works in Bolivia, Brazil, Colombia, Ecuador, Peru, and Venezuela. Recently, it initiated work in some African and Asian countries. The BIOTRADE programme is therefore very new compared with the rest of the TED programme.

### **How the programme has evolved over time**

10. The TED programme, excluding BIOTRADE, has grown considerably in the last few years, in terms of both funding and participation (table 1). The main activities are typically

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<sup>2</sup> UNCTAD/RMS/TCS/1, 5 February 2002, "Capacity building and technical cooperation for developing countries, especially LDCs, and economies in transition in support of their participation in the WTO Doha work programme."

meetings, workshops and seminars. It covers global, regional and country projects, as well as training activities. From 1998 to 2003 the budget more than doubled, with the highest increase between 1998 and 1999 when there was about a 70 per cent increase in funding.

11. The number of participants also increased - from approximately 360 in 1998 to more than 1,000 in 2002.

**Table 1. Funding and people trained**

	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
<b>Amount (US\$)</b>	266 450	447 864	522 988	525 993	534 518	671 630
<b>Participants</b>	361	580	561	600	1013	N/A

12. Most projects are regional in the sense that they cover more than one country in the same region. There were five such activities in 2002.

13. The TED programme receives funding from both regular and extrabudgetary resources. The regular resources are mainly in the form of staff resources (7 professionals and 3 general service). One of these professional staff is devoted to the BIOTRADE programme, while others take on various duties, including intergovernmental work, in addition to technical cooperation. Technical cooperation activities, excluding BIOTRADE, are estimated to take up on average a quarter to a third of the professional staff time.

14. For the TED programme (excluding BIOTRADE), 16 per cent of total extrabudgetary funds in the period from 1998 to 2003 were allocated to country projects. For the TED programme, the country-focused projects covered the countries listed in table 2.

**Table 2. Funds for country projects**

<b>Country</b>	<b>Funds \$</b>
<b>India</b>	525 000
<b>Viet Nam</b>	116 650
<b>Philippines</b>	37 600
<b>Haiti</b>	30 000
<b>Total</b>	<b>709 250</b>

15. Training activities are limited for this part of the TED programme. In 2002 one training course of five days, covering the modules developed by the programme, was undertaken in Benin. Training was also delivered in workshops organized by regional commissions and with other UNCTAD programmes. In addition, training modules are accessible on the website. However, only the text documents and the PowerPoint presentations are available. Additional learning tools are not published and there are no opportunities to do exercises or tests online.

16. For BIOTRADE all of the funds (for projects started before 2002) are focused on individual countries. BIOTRADE has one regular staff member. All other funding is from extrabudgetary sources.

## WHAT IS APPROPRIATE TRADE AND ENVIRONMENT CAPACITY BUILDING?

17. Traditionally, capacity-building efforts focused on institution building or technical assistance, mostly limited to a single institution or a few individuals. The current thinking is that, to have successful and sustainable capacity building, it is necessary to build systems or networks that cross institutions and borders, and that these should aim at meeting a common objective. This is in harmony with the 2002 annual evaluation on UNCTAD's capacity-building efforts (TD/B/WP/155). To help us define what constitutes appropriate capacity building, for the purpose of this evaluation, the evaluation team has used the OECD guidelines, which suggests six principles and approaches to help facilitate trade-related capacity building:

- (a) Coordinate trade capacity building efforts;
- (b) Ensure that trade capacity building activities are comprehensive in scope and integrated in execution;
- (c) Foster local ownership and participation in all trade-related development cooperation activities;
- (d) Devise and embrace approaches that will strengthen sustainability;
- (e) Strengthen the donor's own trade-related capacities;
- (f) Commit greater financial and personnel resources to efforts to build trade policy frameworks in developing countries.<sup>3</sup>

These principles and approaches have been used as our benchmark.

## ANALYSIS AND FINDINGS

### A. Relevance

18. Relevance refers to the extent to which an activity meets or falls within national objectives. In general, developing countries may have common objectives, but priorities within the given objectives may differ from country to country. Technical cooperation activities should thus be demand-driven and respond to the needs of beneficiaries. To ensure that the programmes are relevant, priorities need to be established at national and regional levels, ideally in consultation with all stakeholders.

19. The main activities carried out under the programme are workshops and seminars. According to responses from the interviews and the survey,<sup>4</sup> participants gave these a good rating in terms of content. However, some see the link between the workshops and their immediate work as weak, particularly in terms of what participants could actually follow up on when they returned to their offices. Only where a country or participant had a clear and urgent need to do something - for example, in connection with the post-Doha work

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<sup>3</sup> OECD: "Guidelines on capacity development for trade in the new global context", High Level meeting, 25–26 April 2001, DCD/DAC(2001)5/FINAL.

<sup>4</sup> The survey is presented in the annex ("Supporting documentation", UNCTAD/EDM/MISC/2003/33).

programme mandated in paragraphs 31, 33 and 51 of the Doha Declaration – was there any follow-up.

20. Participants report that the activities are relevant. But the fact that most of them are unable to undertake any follow-up work weakens the impact of the programme. UNCTAD has established procedures for setting up workshops (see annex 1 of UNCTAD's Technical Cooperation Programme). To ensure that the programmes continue to be relevant for participants, UNCTAD should undertake a more in-depth participatory needs assessment, identifying capacity gaps, and including the identification of ways to better target assistance and to ensure that participants are able to have some follow-up.

21. A considerable part of the research carried out by UNCTAD is based on summarizing the workshop papers and discussions. UNCTAD often uses local researchers or institutions to prepare papers and the like for its workshops. These papers - which are UNCTAD's property - are often then used in UNCTAD publications, and are presented in the programme's website. There are relatively few UNCTAD publications on this issue where researchers from the partner countries have actually taken the lead.

## **B. Impact**

22. Experience in various evaluations shows that impact is always difficult to measure, mainly owing to the lack of relevant data. We have collated the information we have received from a number of different sources and have assessed the impact using this information.

23. Feedback on the *activities carried out show that they have made some impact*. This is clear both from interviews in the field and from the survey. The survey responses tell us that more than 60 per cent<sup>5</sup> of the respondents agree with the statement that the activity has helped their institution to do a better job. In addition, 47 per cent of the participants agreed that the TED programme has a tangible impact at the national and regional levels. However, there is still a large group of participants that do not feel that the activities are meeting their expectations (11 per cent)<sup>6</sup> or having the required tangible impact on their organizations or countries (17 per cent).

24. The team's impression from the work on this evaluation is that the programmes are raising *awareness* on the issues in question. Beneficiaries have mentioned that the programme does meet this need. The evaluation team found, however, that UNCTAD is but one of the many organizations that provide this service. It is always difficult to single out the impact of UNCTAD's own contribution vis-à-vis that of other organizations. With so many other organizations covering trade and environment, it is important that UNCTAD retains a clear and distinctive role.

25. The impact of these workshops differed in the countries that were visited. The impact was high where appropriate institutional frameworks existed and could internalize the results. These typically take the form of environmental management agencies or national consultative forums. Impact was also higher where the subject and the timing of an activity coincided with an immediate national effort. The team also found that impact was highest where close

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<sup>5</sup> Responding 1 (agree) or 2 (somewhat agree) to the statement. Please see the annex ("Supporting documentation", UNCTAD/EDM/MISC/2003/33) for details.

<sup>6</sup> Percentages in parentheses are results from the questionnaire survey.

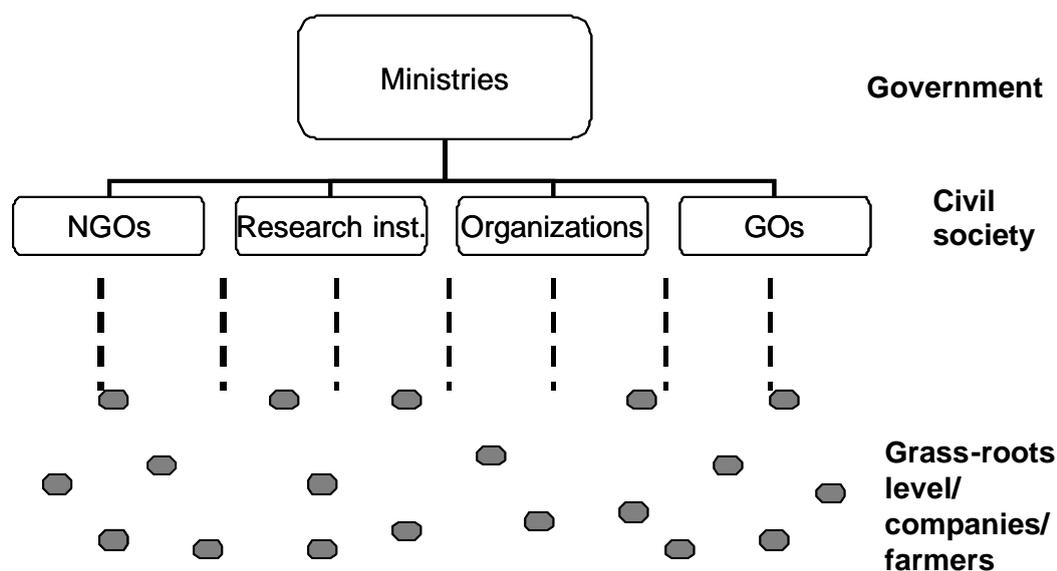
relationships had been built up between the beneficiary country and the core staff within the TED programme. Beneficiaries have told us that they consider that the relationships between the TED programme and stakeholders could be improved. This is specifically the case with regard to access to information, beyond the website.

26. *Outreach* is not as good as intended. The main objectives of the programmes are “facilitating and strengthening trade”. By implication this means that the programmes need to target three constituencies: government and officials; civil society; and the companies and producers at the grass-roots levels. We have been informed that the closer you get to grass roots the less impact the programmes have. Contacts with civil society (NGOs and other organizations) tended to be better.

27. We were told during the interviews that UNCTAD’s first contact with a country is generally with its Government – often represented by trade or environment ministries (see [Figure 1](#) ~~Figure 1~~ ~~Figure 1~~ ~~Figure 1~~ ~~Figure 1~~ for the conceptual relationships among partners for outreach). Cooperation then expands in the partner country, taking in a wider range of partners involved in capacity-building activities. Typically, partner Governments use the specialized NGOs, research institutions and so forth for advice and assistance. This second step is important, since owing to the large staff turnover rates within ministries there can sometimes be a lack of continuity, or institutional memory, that can hinder capacity building. The idea seems to be that civil society then has the necessary contacts to cascade the relevant information down to the grass-roots level.

28. The work within the programmes may be split up. Firstly, there is the work that relates directly to the WTO negotiations. These negotiations typically involve the respective government ministries, with civil society being involved in some respects. But industry is rarely involved. Secondly, there is the work that does not cover negotiations. A good example is the ongoing work on new import regulations for some markets. The new regulations may be based on WTO rules, but the implementation of any new regulation is not a negotiation case per se. Market access cases like these typically affect industry; however, in many cases the ministries in the affected country may be unaware of the consequences. Consequently, companies risk being left out when such regulations are implemented. There is no established mechanism that secures capacity building for affected countries in such instances.

Figure 1. Partner relationships for outreach



### **C. Sustainability**

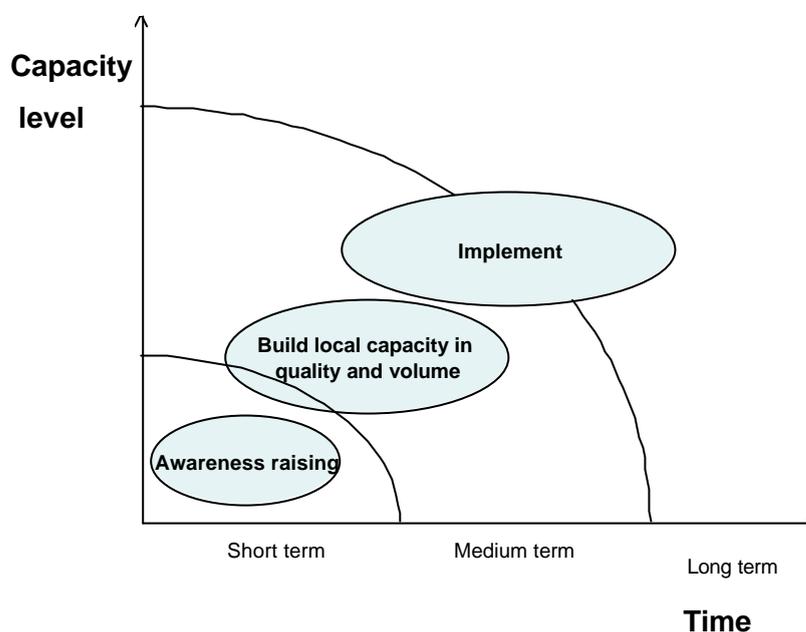
29. The concept of sustainability means that the beneficiaries can implement the outcome of an activity, largely unaided once core support is stopped. There are important conditions for this to happen, namely;

- Capacity gaps must have been identified and addressed beforehand;
- There should be an assessment and confirmation of financial sustainability beyond the activity in question;
- Knowledge emanating from the activity must be institutionalized;
- Participation by all relevant and affected stakeholders must be ensured.

30. As mentioned earlier, activities under the TED programme are mainly geared to raising awareness. Awareness raising is typically a pilot activity, and thus constitutes a first step in a capacity-building partnership. It is therefore neither sustainable nor sufficient for capacity building. An awareness-raising activity needs to be followed up with activities that build up local capacity in quality and volume with the aim of establishing or building functional systems.

31. The evaluation team found that TED meetings/workshops are typically of one- or two-day duration. Out of 18 such activities undertaken by the TED programme and CBTF in 2002, 12 were of two days or less and five were of three days, while only one was longer than three days. Out of these 18 activities, 12 were primarily capacity-building activities, among which 4 were planning/needs assessment meetings. While these activities were often components of longer-term projects, the overall impact of the programme will not be sustainable unless these activities are properly followed-up because, by themselves, these activities are of too short a duration and do not fulfil the three stages of building capacity. As figure 2 shows, the processes of building capacity over time consist of different stages.

Figure 2. Three stages of capacity building



We have split the capacity building into three stages:

- Stage one: awareness raising
- Stage two: cooperation that builds ownership, fosters inclusiveness and participation. This process helps to build capacity in quality and in volume;
- Stage 3: implement what has been learned. At this stage, the beneficiaries will hopefully have reached a level of sustainability that allows them to continue independently, without external support.

In the survey we tested what stage the respondents were at. This gave a more mixed picture than the interviews. Fifty-five per cent of the respondents agreed that UNCTAD's activities are sustainable, while only 4 per cent disagreed. Fifty-five per cent of respondents agreed that the trade and development area will be developed by their own institution and country irrespective of UNCTAD's contributions, while 25 per cent disagreed.

32. The evaluation team also found that local researchers are not sufficiently utilized. Even in the larger countries where the TED programme has more activities – relatively speaking – local institutions tend to be used only once and are not included in further networking or other attempts at building human or institutional capacity. After Doha, attempts have been made both by the countries themselves and by others, including UNCTAD, to create more formal networks. Local researchers should therefore be used more as an integral part of the TED programme's cooperation with an institution.

#### D. Efficiency

33. A number of interviewees commented that they were surprised that the standard of service they received from the TED programme varies so much, depending on the person who initially deals with them. Although it is inevitable that in any organization good working relationships will be built up with customers/contacts, we were surprised at how many interviewees felt the need to comment on this point. Although it is difficult to recommend a specific action, we feel that it is important for the TED programme to consider how it could improve its customer focus.

34. Both beneficiaries and donors also indicated that they have found *difficulties in obtaining information on the TED programme*. Most said that with the majority of their queries they had been directed to the website. The website provides a good overview of meetings, meeting documentation and other information and documentation relating to the programme. We understand that it has recently been upgraded. However, many interviewees still feel that it is difficult to access the information they require – specifically, in-depth information on projects, future plans, funding opportunities and strategy. The web should be only one part of the TED programme's communication strategy. It is important that the TED programme ensures that all countries can access information on its work.

35. The programme implements activities on different aspects of trade and environment. However, it does not provide a united and holistic spectrum of services to the developing countries. We found through our interviews a *need to organize the programme's work so as address the whole value chain*, rather than organize it on an activity-by-activity basis. Value-chain thinking is a tool to analyse the value changes that the product goes through from the initial input to the final customer. This has significant efficiency gains. Efforts related to one part of the activities (e.g. trade) which does not pay due attention to other parts of the value chain (e.g. production) may not be as efficient. One concrete example we were informed about was an export promotion activity which was per se successful but which did not secure the production of an adequate volume of goods. This effort resulted in a situation where the exporting country – because of too little production of the goods - did not manage to deliver according to the expectations raised in the export promotion activity. This failure created disappointment among importers and negatively affected that country's future export opportunities.

36. The programme has many cooperation partners, including ITC, UNDP, WTO and UNEP, and a number of civil-society organizations such as the International Federation of Organic Agriculture Movement (IFOAM), to name but a few. Some other organizations in civil society with substantial interest and standing in this field, however, are also mentioned as cooperation partners<sup>7</sup> but do not have substantial cooperation with the TED programme. BIOTRADE cooperates regularly with organisations such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) secretariat; even if this is low-intensity (participating in a few workshops but hoping/planning for more), it is valued by the cooperation partners. Overall, cooperation with major partners, particularly WTO and UNEP, is well coordinated and integrated through joint programmes and activities. The

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<sup>7</sup> For example, the International Centre for Trade and Sustainable Development (ICTSD), the Third World Network, the International Institute for Sustainable Development (IISD), the Consumer Unity and Trust Society (CUTS) and the World Wildlife Fund for Nature (WWF).

cooperation with civil society, however, could be more strategically and systematically integrated into the programme.

### **E. Effectiveness**

37. The basic question for effectiveness is whether the objective set for the programme has been met. Each programme should have a specific objective that is clear and definable. In many instances, the TED programme has used project activities as indicators of achievement rather than indicators based upon the objectives. Subsequently, it is difficult to know whether programmes are effective or not according to the set objectives.

38. An example of this practice is when a project's production of activities – which are generally the number of seminars and published papers – is used as an indicator of project performance and success. Previous UNCTAD evaluations and reports pointed out this flaw in measuring performance. Production of activities should not be considered a substitute for or a measure of effectiveness. Our findings reveal that this practice is acceptable from the beneficiaries' point of view. However, many of those we interviewed, as well as responses in the questionnaire pointed out the lack of follow-up. Many did not use the input from the workshop in any of their work afterwards (36 per cent). This points to the importance of defining the indicators beyond the production of activities for the programme at the attainment of objectives with necessary follow-up.

39. From the survey, participants in the various activities tended to link the question of effectiveness to the expectations raised at the start of the activities. From the field interviews it became clear that participants were mostly satisfied with the activity itself, but the follow-up was more disappointing. The questionnaire survey provides the same picture: 66 per cent of the respondents stated that their expectations were met, while 78 per cent said that they would recommend this activity to others. We could expect even higher percentage figures for the programme.

40. Feedback on BIOTRADE has been positive, and there is no sign that the programme is of track. The programme is rather new, with implementation started in 2000 and later. Consequently, the results and effects of the programme are not fully visible. An example of this is the cooperation with other institution where the cooperation partners emphasize the potential, but also the fact that the work is in at early stage.

### **F. Other issues**

41. The issue of gender mainstreaming is quite new within the programme. Consequently, there are no visible results regarding the programme's differential impact on gender mainstreaming. However, we do not think that projects solely targeting women are efficient. The most important aspect of improving women's situations is to have a good outreach. It is often women that are workers in the targeted sectors, frequently in the lowest-ranked jobs. As a result, they will benefit the most from improvements as well as suffer the most when there is a failure to take care of those at the grass roots.

42. The evaluation team does not see a strong and clearly defined LDC focus in the programme. This is not necessarily wrong since we expect that the more advanced countries may benefit the most from trade- and environment-related capacity building in general. We are nevertheless concerned that the selection of countries is sometimes unplanned. There has

been, for example, relatively substantial activity in India and to some extent in Viet Nam, with less activity in Africa. Our findings indicate that this may be based on individual and not strategic (organizational) considerations.

## RECOMMENDATIONS

### (a) *Organization*

**Recommendation 1: The Trade, Environment and Development programme should create a vision and a strategy for handling technical cooperation.**

43. Overall the programme *lacks a vision and a strategy shared by all stakeholders (UNCTAD, beneficiaries and donors)*. A strategy would help match the expectations of beneficiaries with what the programme can deliver within given resources. The TED programme's technical cooperation programme is made up of activities that do not constitute a holistic spectrum of services with clearly defined parameters. As such, it has proved vulnerable to pressures from both beneficiaries and donors. This is apparent when it comes to the overall functioning.

**Recommendation 2: The Trade, Environment and Development programme should devise a communication strategy.**

44. Communication is one of the programme's weakest parts. A *communication strategy* should be worked out. We believe that this would go a long way to ensuring that everyone who is interested in the TED programme has the same access to information, and to the TED programme's resources.

**Recommendation 3: The Trade, Environment and Development programme should develop measurable indicators for its projects performance.**

45. Clearer, *measurable indicators* should be worked out to measure effectiveness. There are also other benefits of developing measurable performance indicators. It will make the organization think through and better understand the expected results. Present objectives tend to use words such as "facilitate", "strengthen", "support" and "assist". The indicators of achievement should focus more on the expected results.

**Recommendation 4: The Trade, Environment and Development programme should undertake internal training to develop the programme staff.**

46. Organizational improvement should be made, such as looking to develop more focused staff training packages and to ensure that all staff have easy access to staff handbooks on administrative procedures. Documentation on administration procedures may exist, but many staff indicated that it is not always easily available. We consider that this would have an immediate impact on administration and efficiency. The branch should also look at undertaking internal development to try to increase the efficiency of the unit. The aim should be that every client receives a service of the same high quality.

**Recommendation 5: The Trade, Environment and Development programme should ensure better targeting of activities and better selection of workshop participants.**

47. To ensure that all stakeholders are getting the best value for their time and money we must ensure that the programme maximizes the return/impact and minimizes wasted effort amongst participants. This may be achieved by intensifying two aspects: better targeting of activities, and better selection of workshop participants.

*(b) Project activities*

**Recommendation 6: The Trade, Environment and Development programme should improve the follow-up of the projects.**

48. There needs to be better follow-up after the awareness raising. We see two options:

- The programme could consider implementing clearly defined follow-up projects after awareness-raising activities. This would require UNCTAD to plan some different activities, as it has much experience of arranging workshops and training activities.
- UNCTAD could take on the responsibility of handing over the initiative to another organization that can continue awareness-raising/capacity-building activities. This would require follow-up to be integrated into the programme at the planning stage. At present, the activities are often left without follow-up. Such situations not only create frustrations among participants but are also against the best practice guidelines that we delineated.

49. Both awareness-raising activities and later activities will also benefit from more, low-cost follow-up (mail distribution lists used to send updates, information on issues deemed to be of interest). We believe that follow-up would greatly benefit participants. Post-training surveys of the participants to assess their progress or utilization of the training should also be possible. Contact information is already collected, but not used. The additional cost would be limited to analysing the responses. We consider that this would be no higher than the current analysis of the evaluation forms.

**Recommendation 7: The Trade, Environment and Development programme should pay attention to the whole value chain.**

50. When preparing for any activity, the TED programme must clearly determine beforehand what its role and its contribution will be with regard to the overall value chain. This is particularly relevant in the context of national activities or those regional activities that target sectors with similar characteristics and are at the same level of development (e.g. export readiness).

51. We have found that because activities under the programmes are sometimes fragmented, there is a tendency to concentrate on one aspect of the value chain (i.e. market access over production). It is thus important that the TED programme consider all the links in the value chain, thus ensuring that either it or other suitable organizations are able to fill any gaps that may appear.

**Recommendation 8: The Trade, Environment and Development programme should improve outreach.**

52. *Outreach should be improved.* Domestic stakeholders should find channels that allow them in practical way to cascade information on capacity building to the ground level (the farmers, companies etc). Organizations that could do such a job need both a certain level of technical capacity and district localization. All stakeholders need to consider how best to ensure outreach at all stages of the TED programme.

**Recommendation 9: The Trade, Environment and Development programme should plan how to hand over the project after completion of the activities.**

53. The interviews and questionnaire revealed that many of the activities finish “on the day”, with participants having no further formal contact with UNCTAD. We believe that it would be useful for all participants in the TED programme to know when UNCTAD proposes handing over the work either to another institution or national authorities. This would allow all stakeholders to know when participants should be in a position to continue work unaided, and hopefully ensure that relevant follow up was being considered at an early stage.

## CONCLUSIONS

54. The programme clearly has an impact on the beneficiaries, and therefore its further existence is justified. Performance, however, could be better.

55. Specifically, in the light of the principles and approaches for appropriate trade-related capacity building delineated at the outset of this report, we saw that the programme has some shortcomings, namely: (a) lack of follow-up and a focus on short-duration activities, reducing the ownership and participation of beneficiaries; (b) lack of a vision and strategy in activities, as well as weak communication, resulting in weak coordination; (c) activities not being comprehensive in scope, and rather being the result of demand and opportunities; and (d) non-sustainability of the impact of a number of activities without proper follow-ups.

56. To address these shortcomings, we have set out a variety of recommendations above. However, some are more important than others, and these are our main conclusions:

### Organisational issues

- We recommend that the TED programme create a vision and a strategy for its work, as well as develop a communication strategy to secure good communication with beneficiaries and donors, both potential as well as existing.
- We recommend that the TED programme work out measurable performance indicators.
- We recommend that the TED programme look at its internal training needs.

### Projects' activities

- We recommend that the TED programme considers what is required with follow-up.
- We recommend that the TED programme pay attention to the value chain.
- We recommend that the TED programme improve outreach.

- We recommend that the TED programme plan how to hand over the project after completion of activities.