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**In-depth evaluation of UNCTAD's technical
cooperation activities dedicated to least developed
countries, landlocked developing countries, small
island developing States and other structurally
weak, vulnerable and small economies ¹,
Supporting materials**

Executive summary

This document contains supporting materials to the in-depth external evaluation of UNCTAD's technical cooperation activities dedicated to least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies.

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Abbreviations

ALDC	Division for Africa, Least Developed Countries and Special Programmes
ASYCUDA	Automated System for Customs Data
CDP	Committee for Development Policy
DFID	United Kingdom Department For International Development
DIAE	Division on Investment and Enterprise
DITC	Division for International Trade in Goods and Services, and Commodities
DMFAS	Debt Management and Financial Analysis System
DTIS	Diagnostic Trade Integration Study
DTL	Division on Technology and Logistics
EIF	Enhanced Integrated Framework
EPA	economic partnership agreement
EU	European Union
FDI	foreign direct investment
GATS	General Agreement on Trade in Services
GDS	Division on Globalization and Development Strategies
GOES	Gobierno Central del Salvador (Government of El Salvador)
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
ITC	International Trade Centre
JBIC	Japan Bank for International Cooperation
JITAP	Joint Integration Technical Assistance Programme
LDC	least developed country
LLDC	landlocked developing country
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MTS	Multilateral Trading System
NSC	National Steering Committee
OECD	Organization for Economic Cooperation and Development
SADC	Southern Africa Development Community
SECO	State Secretariat for Economic Affairs, Switzerland
SIDS	small island developing States
SWVSE	structurally weak, vulnerable and small economy
TRTA	trade-related technical assistance
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
WEO	IMF World Economic Outlook
WTO	World Trade Organization
ZRA	Zambia Revenue Authority

I. Summaries for the 10 selected projects

A. Ref. a: Update of DMFAS 5.3 at the Directorate of Public Credit at the Ministry of Finance of El Salvador El Salvador (Cluster 11 - ELS/0T/6BQ)

Objective

1. The DMFAS programme was designed in the 1980s to address problems of developing countries facing unsafe borrowing and high debt servicing that has thrown them into a “debt trap”. This computerized debt management system and statistical database helped them to reinforce their negotiation positions with creditors addressing the lack of information these countries had and building national capacity in the area of debt management to reach debt sustainability. The objective of this project for El Salvador was the implementation of DMFAS 5.3 at the Directorate of Public Credit at the Ministry of Finance of El Salvador (MH). Aiming at establishing adequate information systems able for producing accurate and timely information on debt and grants, for the purpose of management, operational, statistical and analytical purposes.

Country group (s)	other SWVSE
Donors	Financed by the Inter-American Development Bank
Partners	UNCTAD & GOES
Beneficiaries	Ministry of Finance, through Directorate of Public Credit (DGICP)
Amount	IDB: \$149,000 – GOES: \$15,000
Effective period	January 1, 2007 – June 30, 2008
Output type	Debt Management and Financial Analysis System update

Context

2. UNCTAD’s DMFAS Programme has a long standing history of collaboration with the Ministry of Finance of El Salvador, starting with the implementation of DMFAS 4.1 in 1988 and followed by DMFAS 5.2 in 1997. DMFAS 5.3 was installed in 2007, staff was trained in its use and the database has been validated in 2008. The debt office received training on the production of a statistical bulletin on debt. The project is now operationally closed; a final evaluation report was submitted to the donor at the end of 2008. El Salvador is collaborating with Guatemala on the integration of DMFAS 5.3 with its financial administration system. The development of the interface between SAFI-Financial administration system of the Ministry of Finance and DMFAS however was stalled due to lack of funds.

Activities

(a) **Missions and Workshops:** UNCTAD’s expert mission for installation, data conversion, validation and Training of DMFAS 5.3, May 2007. Database validation follow-up, June 2008.

(b) **Trainings:** 3-week mission of an experienced consultant to help on the implementation of the validation calendar and to carry out the quality checks. Debt statistics workshop. Study tour to Guatemala, October 2008. A delegation visited the MOF Guatemala to make enquiries about the Interface between the Guatemalan IFMIS and DMFAS.

(c) Institutional building: Debt Management

(d) **Other activities:** Hardware acquisition for an amount of \$6,913.43.

B. Ref. b: Implementation of DMFAS 5.1 in Zambia Zambia (Cluster 11 - ZAM/9X/9DL)

Objective

3. This project is designed to undertake one mission to Zambia. The project will install UNCTAD's computerized system, the Debt Management and Financial Analysis System (DMFAS 5.1) in the Ministry of Finance (MOF) and the Bank of Zambia (BOZ). The project will also train relevant staff in its use.

Country group (s)	LDC, LLDC, SWVSE
Donors	financed by the Government of Zambia (invoice)
Partners	UNCTAD, MEFMI
Beneficiaries	Ministry of Finance and Bank of Zambia
Amount	\$34,748
Effective period	October 1999 – May 2000
Output type	Debt Management and Financial Analysis System Update

Note: Signing of project document for installation of 5.1 (World Bank project: ZAM/99/A41) in 1999. Installation of DMFAS 5.1 in May 2000.

Context

4. The Government of Zambia and UNCTAD have co-operated in the area of debt management within the framework of the DMFAS programme since 1987. Both the Government of Zambia and UNCTAD agreed that this co-operation should continue. This agreement served as a basis for continued co-operation and outlines the modalities of an installation of DMFAS version 5.1 in the Ministry of Finance and the Bank of Zambia.

5. Based on joint discussions held with both Zambian and Zimbabwean officials in Harare in July 1999, the two countries agreed to upgrade to DMFAS 5.1 and requested UNCTAD to make both installations during one mission to the region. In separate discussions held with MEFMI, it was agreed that MEFMI will support both countries by providing a computer expert who will make the necessary preparations before the arrival of the UNCTAD team. The purpose of this arrangement is to reduce the cost as much as possible and implies that certain cost items, such as travel, will be shared equally between the two countries.

Activities

(a) **Missions and Workshops:** MEFMI's expert mission; DMFAS' expert mission, February 2000.

- (b) **Trainings:** Training for MOF's and BOZ's staff (7 officials), February 2000.
- (c) **Institutional building:** Capacity-building on the technical level of debt management.
- (d) Other activities: No.

C. Ref. e: Joint Integration Technical Assistance Programme Phase II, Regional Africa, Operation in Zambia Zambia (Cluster 1 - RAF/0T/3AI)

Objective

6. The objective of JITAP II is to build and strengthen the capacity of selected African countries to integrate into the Multilateral Trading System (MTS). More specifically, capacity in partner countries is to be built or strengthened in three main areas: 1/ capacity for national implementation of the World Trade Organization (WTO) agreements trade negotiations and related policy formulation; 2/ development of a national knowledge base on the MTS; 3/ enhancing the capability of enterprises to export to new/existing markets.

Country group (s)	LDC, LLDC, SWVSE
Donors	Common Trust Fund
Partners	UNCTAD, WTO, ITC
Beneficiaries	Ministry of Commerce, Trade and Industry (MCTI); Public & Private Sector and Academia Institutions, involved in Trade; and organizations that are members of the National Steering Committee (NSC)
Amount	\$818,610
Effective period	February 2004 – October 2007
Output type	Institutional set up, MTS information system and dissemination, MTS knowledge base and networks, Export strategies for trade in goods and services, Networking and programme synergies, National ownership.

Context

7. The new MTS that emerged from the Uruguay Round of trade agreements poses significant challenges, but can open up new vistas for trade of African countries. JITAP mobilizes the expertise and support of the WTO, the UNCTAD and the ITC to help African countries partners benefit from the new MTS. JITAP is the first programme that the three organizations have established to deliver jointly a broad range of selected technical assistance inputs to a number of countries simultaneously, focusing mainly on capacity building. In a first stage, eight countries participated in JITAP: Benin, Burkina-Faso, Côte d'Ivoire, Ghana, Kenya, Tunisia, Uganda, and the United Republic of Tanzania; four are LDCs. A group of eight new countries was added: Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal and Zambia Thirteen donors are contributing to the funding of the programme, currently amounting to \$10 million.

Activities

- (a) **Missions and Workshops:** field missions for the programme coordinator, monitoring missions; high-level workshop of the IICs (2005 & 2006); 3 sub-regional workshops.

(b) **Trainings:** 8 training workshops between February 2005 and November 2006.

(c) **Institutional building:** Capacity-building for MTS integration.

(d) Other activities: No.

**D. Ref. f: Strengthening institutional and capacity-building in the area of competition and consumer law and policy, Latin American countries, operations in El Salvador
El Salvador (Cluster 4 - RLA/0T/3AI)**

Objective

8. As a result of COMPAL I, the UNCTAD Secretariat has prepared COMPAL II whose objective is first to facilitate the adoption and implementation of competition laws in selected countries that have been drafting laws, and second to deepen the application of the law in more advanced countries, such as Costa Rica and Peru. In El Salvador, 2 objectives have been assigned: 1/ to support the new competition law through the analysis of anti-competitive practices in selected sectors and by disseminating the findings to a wide audience of policymakers and media; 2/ to strengthen consumer associations at the national and local levels.

Country group (s)	other SWVSE
Donors	SECO
Partners	UNCTAD
Beneficiaries	Competition and Consumer Protection authorities in beneficiary countries (Plurinational State of Bolivia, Colombia, Costa Rica, El Salvador, Nicaragua and Peru), COMCO and other Latin American institutions.
Amount	Overall project budget is \$3,000,000 Average annual plan: \$750,000
Envisaged period	2008-2012 (4 years)
Output type	Ensure the sustainability of Competition and Consumer Protection systems in the beneficiary countries and to improve the functioning of their markets.

Context

9. COMPAL II builds on the achievements and experiences gained in COMPAL I (2004 up to mid-2008) and focuses on deepening capacity and institutional building components as well as maximizing the impact of activities to be carried out in beneficiary countries through an inclusive approach. Moreover, in light of the regional context in Latin America, this project also addresses a number of initiatives aimed at fostering the exchange of experiences and expertise, and promoting cooperation at the regional level. By ensuring sustainability of programme activities, the fundamental goal of COMPAL II is to contribute to an improved competitiveness of local enterprises including those in the informal sector, as well as fostering consumer welfare. COMPAL II will be expanded to include Colombia as a beneficiary country. In addition, several countries with advanced competition regimes (including Argentina, Brazil, Chile and Mexico) have expressed interest in participating in COMPAL II as donors, partners or beneficiaries.

Activities

(a) **Missions:** missions of UNCTAD experts to support beneficiaries preparing annual plans of action; missions from international consultants from the region.

(b) **Trainings and Workshops:** seminars for national stakeholders and others on benefits of promotion competition in El Salvador; workshops to sensitize national legislators; working meetings with local leaders; monitoring meetings. Internships organized in COMCO Swiss competition agency for COMPAL members.

(c) **Institutional building:** document to comment on the National Consumer Protection Law. Competition Law enacted in November 2004 with effect on January 1, 2006.

(d) **Other activities:** two studies (medicines and inland transport) on anti-competitive practices impact.

E. Ref. h: Blue Book on Best Practice in Investment Promotion and Facilitation for Zambia Zambia (Cluster 7 - ZAM/0T/6AU)

Objective

10. The Blue Book for Zambia will identify impediments to FDI and concrete and measurable activities for the government to undertake to remove these impediments in a 12-month period. The Blue Book will help guide government and monitor their progress in dealing with a range of investment-related issues and government-business dialogue.

Country group (s)	LDC, LLDC, SWVSE
Donors	JBIC
Partners	UNCTAD
Beneficiaries	Ministry of Commerce, Trade and Industry
Amount	\$83,950.12
Effective period	18 April 2006 – 30 April 2007
Output type	Blue Book and Policy measures

Context

11. The Government of Zambia has, in its own words, committed itself to “create a vibrant private sector that would be exposed to competitive best practices at the international level”. As part of this, it has drafted a private sector development action plan; an investment promotion programme called the ‘Triangle of Hope’, and will, over the next two years, increase capacity in a number of institutions through the Millennium Challenge Account. It also passed legislation to establish the Zambia Development Agency (ZDA), a body intended to facilitate investment. The UNCTAD ‘Blue Book on Best Practices in Investment Promotion and Facilitation for Zambia’ focuses on strengthening the country’s investment climate. It identifies a number of practical measures, drawing from the Investment Policy Review of Zambia and different action plans that can be implemented within a year.

Activities

- (a) **Missions and Workshops:** presentation of the first draft of measures, July 2006; presentation on final 10 measures, September 2006.
- (b) **Trainings:** Training of ZDA staff was carried out in Lusaka by UNCTAD, September 2007.
- (c) **Institutional building:** creation of ZDA, September 2007.
- (d) **Other activities:** launch event, March 2007; Africa Investor Award in category “Smart Regulation”, November 2007; investor forum for Indian pharmaceutical companies, June 2007; one-stop border post opened, December 2009.

F. Ref. i: Strengthening Investment Promotion and Facilitation in Ethiopia at the Federal and Regional Levels Ethiopia (Cluster 7 - ETH/0T/5AH)

Objective

12. The project is designed to: (a) better facilitate investment and coordinate services provided to investors at both the federal and regional level by setting up an effective facilitation and aftercare service within the Ethiopian Investment Commission (EIC); (b) improve the capacity of the Federal Government of Ethiopia to carry out targeted investment promotion; (c) strengthen the capacities of the Oromia and the Southern Nation, Nationalities and Peoples’ Region Investment Offices (OIO & SNNPRIO) to facilitate new businesses and target sector specific investment in order to ensure that more FDI goes to the regions.

Country group (s)	LDC, LLDC
Donors	The Royal Netherlands Embassy in Ethiopia
Partners	UNCTAD
Beneficiaries	Ethiopia Investment Agency, Oromia Investment Office and Southern Nation, Nationalities and Peoples Regional Investment Office
Amount	\$500,000
Effective period	January 2006 – 2008
Output type	Policy measures (advisory services); creation of new department; case studies; trainings.

Context

13. In November 2002, UNCTAD presented at a workshop in Addis Ababa the results of an Advisory Report on Good Governance in Investment Promotion (GGIP) for Ethiopia. The report’s main finding was that the Ethiopia Government should explore the possibility of establishing an investment facilitation office at the federal level located within EIC. Participants, including national stakeholders (officials and chief executives of transnational corporations), endorsed this recommendation. As a follow up to the identified need to improve facilitation and aftercare services for investors, EIC established in 2003 a new Department for Investment Facilitation and Aftercare. EIC also requested UNCTAD to strengthen its capacity in providing effective services to investors and to promote investment opportunities.

Activities

- (a) **Missions:** UNCTAD's coordinators; experts and international consultants missions.
- (b) **Workshops and Trainings:** workshops; trainings: 110 investment promotion officials trained; seminars; study tours in Malaysia and United Kingdom.
- (c) **Institutional building:** creation of new departments of EIA and two legislation amendment (11 procedures to invest in Ethiopia were reduced to only 6).
- (d) **Other activities:** Technical equipment for EIA, OIO and SNNPRIO.

**G. Ref. j: Transit Corridors (part of the global transit corridors project)
Lao People's Democratic Republic (Cluster 12 - R0A2180, Project M.4)**

Objective

14. The project seeks to provide stakeholders in landlocked and transit developing countries with sustainable capacity to improve transit transport operations. The project has 3 main objectives: 1/ formation of 3 local and national clusters gathering trade and transport sectors public and private partners in Laos and Thailand; 2/ operation of trade and transport corridor information system accessible to trade and transport facilitation clusters for the purpose of analysis of the major operational bottlenecks; 3/ establishment of regional networks in Asia to design and implement regional transit transport facilitation strategies.

Country group (s)	LDC, LLDC, SWVSE
Donors	United Nations Development Account
Partners	UNCTAD, UNESCAP
Beneficiaries	All active transit corridor stakeholders including Ministries of Transport, Port Authorities, Customs Administrations and business trading and transport communities in Laos and Thailand.
Amount	\$640,000 (global project budget)
Effective period	2004-2006 (extended 6 months up to December 2007)
Output type	Creation of trade and transport clusters

Context

15. This project addresses transit transport collaborative solutions as part of the special needs of landlocked countries, one of the targets of Millennium Development Goal No 8 'Develop a global partnership for development'. It is also a direct contribution to the implementation of the Almaty Plan of Action adopted at the Ministerial Conference held in August 2003, in Kazakhstan. For its execution, cooperation will be sought with the concerned United Nations Regional Economic Commissions as well as with existing national and regional on-going initiatives.

Activities

- (a) **Missions and Workshops:** 4 workshops on the regional and national levels (Bangkok, Nongkai); advisory missions.

(b) **Institutional building:** creation of clusters and network operation; design and implementation of partnership agreements.

(c) **Other activities:** launching meeting (Vientiane, 22-23 March 2005); producing of 3 guides.

H. Ref. m: Migration to Asycuda++. Computerization of Customs Procedures and Data Zambia (Cluster 12 - ZAM/0T/1AW)

Objective

16. This project aims the migration from ASYCUDA 2.7 (UNCTAD's latest Automated System for Customs Data) to the more performing and complete ASYCUDA++ version in Zambia. The objective is to introduce a modern data processing system into the Customs clearance process to bring faster clearance of cargo, improve revenue control and provide up-to-date accurate information on imports, exports and transit in Zambia consistent with international and regional standards.

Country group (s)	LDC, LLDC, SWVSE
Donors	DFID
Partners	UNCTAD
Beneficiaries	Zambia Revenue Authority (ZRA)
Amount	\$250,860
Effective period	Signed June 1, 2001 (duration 12 months)
Output type	Migration to the new software version

Context

17. In an effort to streamline and harmonize the Customs procedures, the Government of Zambia selected ASYCUDA in 1997 as a tool for the modernization of Customs. In October 1998, within the framework of an ASYCUDA Version 2 project, ZRA implemented the first pilot site at Lusaka International Airport. ZRA has subsequently rolled-out the system to a total of 13 sites covering the bulk of entry processing in the country. The implementation of ASYCUDA has led to significant improvements in a number of areas. Thus this project of migration to ASYCUDA++ system is a part of ongoing cooperation with UNCTAD and aims to support the ZRA by the introduction of a fully harmonized and integrated Customs Information System, for Import, Exports, Warehousing and Transit in Zambia consistent international and regional COMESA requirements.

Activities

(a) **Missions and Workshops:** technical missions for the new system prototype building at head-quarter; installation for operational use in the Pilot site of Lusaka Airport, Lusaka Port and Chirundu Border Station (*no information on number and period of missions, workshops and trainings*).

(b) **Trainings:** Technical and Functional Foundation training courses; ASYCUDA++ training modules; specialized and advanced ASYCUDA++ trainings. For all trainings the main idea: train the trainers (*no information on the number of trained people*).

(c) **Institutional building:** Capacity-building on the technical level of Customs Information System.

(d) **Other activities:** the rollout of the system to other major Customs offices was run beyond the lifetime of this project.

I. Ref. r: Ongoing support to government of Maldives in the context of Maldives' expected graduation from LDC status Maldives (Regular budget resources)

Objective

18. Assist the Government of Maldives, through continuous advisory services, in elaborating, implementing and periodically reviewing its "smooth transition" strategy in anticipation of Maldives' loss of LDC status (Jan. 2011), with a view to preventing disruption in the socio-economic progress already accomplished by the country. The core objective of Maldives' smooth transition strategy is to persuade development partners to refrain from depriving Maldives of LDC-specific treatment in any abrupt and/or disruptive manner.

Country group (s)	LDC, SIDS, SWVSE
Donors	UNCTAD regular budget resources
Partners	UNCTAD
Beneficiaries	Government ministries of Maldives
Amount	none
Effective period	Started in 1999. Expected graduation in January 2011
Output type	Advisory notes to the Government of Maldives

Context and activities

19. ALDC's technical cooperation with the Government of Maldives on the question of graduation from LDC status started in 1999, after the United Nations had enriched the LDC identification criteria with a new criterion, namely, economic vulnerability. ALDC prepared vulnerability profiles of Maldives for the 2000 and 2003 reviews by the Committee for Development Policy (CDP) of the United Nations list of LDCs. In this connection, continuous advisory services were provided to Maldivian officials (government ministries; Permanent Mission to the United Nations in New York) to support them in their plea for sound decision-making on the question of graduation. After the first not endorsed recommendation for Maldives graduation made in March 2000, the CDP reiterated this recommendation in March 2001, and ECOSOC, in the same year, decided to postpone the graduation case of Maldives to the next triennial review (2003). In 2003, UNCTAD foresaw as highly probable a new recommendation by the CDP for Maldives' graduation. Accordingly, much of ALDC's advice to Maldives focused on the goal of smooth transition, a notion that was already encouraged by the United Nations. Elaborating a smooth transition strategy was the main focus of UNCTAD's assistance to Maldives throughout the year 2004.

20. The countdown to Maldives' graduation from LDC status officially started on December 20, 2004 as a result of resolution 59/210, and was interrupted on November 30, 2005, when the General Assembly decided to grant Maldives, on an exceptional basis, a three-year moratorium on a graduation process that would otherwise have taken the country out of the list of LDCs on December 20, 2007. The 2005 deferral resolution (60/33), in

which the General Assembly recognized the severe disruption that had been caused to Maldives by the 2004 Asian tsunami, explicitly postponed to January 1, 2008 the formal commencement of the regular three-year pre-graduation transition period. This postponement established the new date for Maldives' loss of LDC status on January 1, 2011. Thus, after a pause in 2007, ALDC's assistance to Maldives resumed in 2008, with the preparation of a "smooth transition strategy" for the country in anticipation of this graduation.

**J. Ref. s: Programme de renforcement des services du commerce et de l'investissement
Comoros (Cluster 17 - COI/OT/9AR)**

Objective

21. The overall objective is to help Comoros in the work of improving the business climate and attracting investment. The project consists in three different activities, each with a specific objective: conceiving of a web-based system (e-regulation), improving of local ports governance via creation of transit cluster and Asycuda++ trainings.

Country group (s)	LDC, SIDS, SWVSE
Donors	UNDP
Partners	UNCTAD
Beneficiaries	Ministry of Economy, Investment Promotion Agency, Chamber of Commerce, Port Authorities.
Amount	\$198,126
Effective period	October 2009 – 2010 (ongoing cooperation)
Output type	business facilitation web-based system; investment guides; port procedures improving and transit cluster; Asycuda++ trainings.

Activities

(a) **Missions:** E-regulation: 3 international consultant missions, 1 UNCTAD expert mission and 2 project coordinator missions. Port governance: 2 missions in collaboration with international and national consultants. Asycuda++: 1 mission of external expert.

(b) **Trainings and workshops:** E-regulation: 3 seminars (around 50 peoples trained). Port governance: 1 training (54 peoples) in collaboration with international and national consultants (second training is planned). Asycuda++: 2 trainings.

(c) **Institutional building:** E-regulation: establishment of one-stop window of business creation, establishment of simplified business, investment procedures. Port governance: establishment of port procedures and transit cluster. Asycuda++: none.

II. Matrix for the list of active UNCTAD projects on targeted groups of countries

22. The following list has been established from the UNCTAD web portal. It provides details on a list of 210 projects (projectID, description, start year, thematic cluster, beneficiary country or region and amount allotted in United States dollars since 2005) for a total amount of \$39 million provided in 2009.

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
INT05X59	German Associate Expert (DITE) Mr. Mike Pfister	2005		Interregional	29,109	80,941	86,862	78,432	
GBS0T8BI	Migration Des Douanes A SYDONIA++	2008		Guinea-Bissau					
ZAM0T8BM	Installation of Version 5.3 of the Debt Management AND Financial Analysis System in the Bank of Zambia	2008		Zambia					
INT08X42	German Associate Expert - DITC - Ms. Ulla Schwager	2008		Interregional				49,661	129,838
INT08X68	German Associate Expert - DIAE - Mr. Jan Knoerich	2008		Interregional				46,687	122,136
GLO09001	Policies and Strategies to Foster Inclusive Globalization	2009	00	Global					59,000
INT9X00M	Support To The GSTP	1990	01	Interregional	318,665	363,291	330,390	365,000	310,385
INT0T0AG	Building Capacity through Training in the Settlement of Disputes in International Trade, Investment and Intellectual Property	2001	01	Interregional	25,209	7,495	36,059	4,072	4,956

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
IND0T2CC	Strategies and Preparedness for Trade and Globalization in India	2003	01	India	1,090,036	1,157,634	1,195,655	2,225,379	1,303,461
RAF0T3AI	Joint Integrated Technical Assistance Programme, Phase II, JITAP.	2003	01	Regional Africa	757,385	704,499	369,135	172,000	25,815
INT0T2CT	Training & Capacity Building in LDCs & Developing Countries on Trade Policies Formulation for a Better Understanding of & Participation in the International Trading System	2003	01	Interregional	352,277	402,066	193,018	224,642	313,909
KEN04102	Enhancing Capacities through Trade Expansion and Diversification	2004	01	Kenya	106,841	43,413	-5,462	7,330	
INT0T4CN	Project for WTO Accessions	2005	01	Interregional	7,631	399,441	280,576	136,498	514,944
RLA0T6BF	Support to the Negotiations on Services at the Multilateral, Regional and Bilateral Levels for Latin American Countries	2006	01	Regional Latin America and the Caribbean		33,320	31,339	121,772	59,026
INT0T7AF	Development Implications of Services Trade Liberalization	2007	01	Interregional				-	100,409
INT0T8BD	<i>Assistance aux Pays Membres de l'OIF Engages dans le Processus d'Accession a L'OMC</i>	2008	01	Interregional				68,000	92,462

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
BYE09001	Assisting the Government of the Republic of Belarus in Accession to the World Trade Organization through Strengthening National Institutional Capacity and Expertise	2009	01	Belarus					67,271
INT0T9AU	General Trust Fund on WTO Accession	2009	01	Interregional					
INT9X00J	Development and Dissemination of Selected Computerized Trade Data	1990	02	Interregional	44,706	69,318	72,789	136,604	49,392
INT06001	Creative Economy Report	2006	02	Interregional		27,341	47,747	20,367	5,219
INT0T6BH	Adjusting to Trade Liberalization in Selected Developing Countries: Unbinding Supply Capacity Constraints	2006	02	Interregional		-	45,279	50,642	-
INT0T6BI	Strengthening Participation of Selected Developing Countries in Dynamic and New Sectors of World Trade	2006	02	Interregional		6,587	39,978	99,500	20,000
INT0T8AZ	The Operational Aspects of a Joint Programme 'Strengthening the Creative Industries in Five Selected African, Caribbean and Pacific Countries through Employment and Trade Expansion'	2008	02	Interregional				93,336	49,100
RAS0T9BN	Strengthening Export Capacity of Selected Developing Countries in	2009	02	Regional Asia and the Pacific					

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Dynamic and New Type of Goods and Services								
INT9X4Z	Collection and Dissemination of Iron Ore Statistics	1994	03	Interregional	67,168	79,556	89,781	108,000	93,732
INT9X6N	Commodity Risk Management and Finance	1996	03	Interregional	34,812	5,691		3,843	3,995
RAF9X9DE	Improving Oil & Gas, Trade and Finance in Africa	1999	03	Regional Africa	23,139	30,965	34,506	57,947	20,268
INT9X9C2	<i>L'Intelligence Economique au Service des Plus Démunis</i>	1999	03	Interregional	38,000	105,363	105,166	100,662	127,300
INT0T4AF	Selected Commodity Issues in the Context of Trade and Development	2004	03	Interregional	28,201	58,951	-2,331	35,871	-
INT0T7BE	All ACP Agricultural Commodity Programme	2007	03	Interregional			4,306	923,287	1,183,027
INT0T9AX	Global Commodity Forum	2009	03	Interregional					35,398
INT8X603	Training Programmes on Restrictive Business Practices	1986	04	Interregional	193,654	440,164	74,501	185,670	133,287
RLA0T3BF	Strengthening Institutional and Capacity Building in the Area of Competition and Consumer Law and Policy in Latin American Countries	2003	04	Regional Latin America and the Caribbean	308,027	354,696	414,462	506,011	719,705
DOM0T8AU	Extension of the COMPAL Programme to the Dominican Republic	2009	04	Dominican Republic					52,750
INT9X77V	Biotrade Initiative Programme	1997	05	Interregional	4,335	7,592	3,048	89,600	5,000

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
INT0T3AC	Biotrade Facilitation Programme for Biodiversity Products and Services	2003	05	Interregional	1,141,552	1,428,885	965,343	333,282	381,800
UGA0T4BT	Biotrade Initiative in Uganda	2004	05	Uganda	26,874	94,765	26,650	33,100	46,000
INT0T5AJ	Modelling National Lists of Environmental Goods	2005	05	Interregional	10,578	3,000	5,419	8,034	1,184
INT0T6AY	Implementing the Biofuels Initiative in LDCs and Countries with Vulnerable Economies	2006	05	Interregional			-	230,900	210,900
INT0T6BP	Challenges & Opportunities of Implementing Biodiversity-Related MEAs within the Global Market Economy	2007	05	Interregional			10,956	15,349	109,500
RAF0T8BE	Promoting Production and Trading Opportunities for Organic Agricultural Products: A Tool for Poverty Reduction and Environmental Protection in East Africa	2008	05	Regional Africa				49,437	229,729
INT0T8AS	Biotrade Facilitation Programme, Phase II	2008	05	Interregional					524,500
INT0T7BS	Climate Change Programme	2008	05	Interregional				82,410	418,000
INT0T3BR	<i>World Investment Report Series</i>	2003	06	Interregional	162,987	389,772	340,650	383,247	317,143
INT0T2CW	Development and Dissemination of Selected Data on FDI and the Operations of	2003	06	Interregional	16,654	8,424	25,434	81,000	65,320

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
Transnational Corporations									
OMA0T9AF	Oman-UNCTAD Triangular Initiative on South-South Cooperation	2009	06	Oman					161,500
INT0T0BG	Capacity-Building in Developing Countries in IIA	2000	07	Interregional	642,136	457,116	644,928	523,874	451,529
INT0T3AO	Support to the UNCTAD/ICC Investment Advisory Council	2003	07	Interregional	-1,117	25,191	15,149	161,798	10
INT0T3AW	<i>Examen des Politiques d'Investissement et Programme de Suivi</i>	2003	07	Interregional	215,652	268,710	225,935	544,304	374,050
INT0T3BH	Integrating IPR Policies in Sustainable Development Strategies	2003	07	Interregional	61,973		-	144,358	216,174
NIR05001	Investment Policy Review of Nigeria	2005	07	Nigeria	63,887	13,177	15,728	15,209	
INT0T5BE	Mobilizing Corporate Contributions to Economic Development	2005	07	Interregional	9,019	23,308	58,908	13,802	7,371
INT0T6AT	Business Facilitation Multidonor Fund	2006	07	Interregional		152,316	458,923	369,600	883,784
INT0T6BS	Investment Policy Review of Viet Nam. Follow-up Assistance, Viet Nam and Zambia	2007	07	Interregional			137,955	38,605	8,905
INT0T7BX	Best Practices for Building an Environment Conducive to Investment and Development	2007	07	Interregional				157,234	236,902
BYE08001	Investment Policy Review of Belarus	2008	07	Belarus				114,300	34,775

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
INT0T8AC	Assistance in Formulating Investment Policies and Building Human and Institutional Capacities for Sustainable Development	2008	07	Interregional				402,185	334,260
INT0T9BC	Improving Access to Medicines in Developing Countries through Pharmaceutical-Related Technology Transfer and Local Production	2009	07	Interregional					-
INT9X77S	Quick Response Window For ASIT – Advisory Services in Investment and Technology	1997	08	Interregional	239,827	282,392	46,580	87,067	44,248
INT9X8A2	Investment Guides and Capacity-Building for Least Developed Countries (LDCs)	1998	08	Interregional	387,186	174,464	-25,210	112,923	213,114
INT0T1CH	Capacity-Building on Good Governance in Investment Promotion	2001	08	Interregional	31,642	25,701	48,501	160,306	-
INT0T1BN	Capacity-Building in Investment Promotion	2001	08	Interregional	6,964	76,780	23,583	10,028	-
PAL0T3BZ	Institutional Support and Capacity-Building for Investment Retention	2004	08	Occupied Palestinian Territory	-4,181	9,500	-445	45,705	-
RAF0T6BB	Technical Assistance and Capacity-Building in Implementing Regulatory Frameworks for Access to Medicines	2006	08	Regional Africa		27,623	89,426	75,564	
INT0T5BU	Capacity-Building and Transfer of Knowledge to Investment Promotion	2006	08	Interregional		168,258	154,580	764,000	510,274

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Agencies in Developing Countries								
MOR0T7AI	<i>Promotion des Investissements dans la Région de l'Oriental du Maroc</i>	2007	08	Morocco			15,000	99,602	35,198
ELS0T9AI	Investment Policy Review of El Salvador	2009	08	El Salvador					42,990
SYR05014	Enhance the Investment Environment	2009	08	Syrian Arab Republic					
ROM0T1CZ	EMPRETEC Romania Phase I	2002	09	Romania	69,345	160,378	61,939	131,000	135,151
INT0T4CL	Fostering Entrepreneurship and SME Development in Developing Countries and Countries with Economies in Transition	2004	09	Interregional	30,920	26,968	-1,590	5,857	1,807
BRA0T4CG	Promotion of Inter-Firm Cooperation in North-East Brazil	2005	09	Brazil	64,429	67,323	132,506	54,000	218,000
UGA07001	Uganda Business Linkages Promotion Programme	2007	09	Uganda			24,723	11,653	
INT0T7AE	Building Productive Capacities for Least Developed Countries	2007	09	Interregional			105,187	149,964	29,146
INT0T7CA	EMPRETEC Networks to Promote Entrepreneurship and Enterprise Development	2008	09	Interregional				637,800	643,100
RAF0T8AJ	Strengthening SMEs' Development and Access to Financing and Insurance in Morocco and	2008	09	Regional Africa				176,267	63,519

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
Tunisia									
INT0T8CF	Promoting Responsible Sovereign Lending and Borrowing	2008	10	Interregional					662,549
INS8X8DS	Implementation of DMFAS Version 5.2	1998	11	Indonesia	-247				
ZAM9X9DL	Implementation of DMFAS 5.1	1999	11	Zambia	12,361	1,091	34,343	14,313	
INT0T2AO	Strengthening the Debt Management Capacity of Developing Countries	2002	11	Interregional	2,579,059	2,695,569	3,049,395	4,294,835	2,907,171
DOM0T2BJ	<i>Implantacion del Sigade en la Secretaria de Estado de Finanzas</i>	2003	11	Dominican Republic	22,477	5,682			31,288
UGA0T2BK	Implementation of DMFAS 5.2 in the Treasury Office of Accounts of the Ministry of Finance	2003	11	Uganda	5,243	-2		16,800	
INS0T3BI	Implementation of DMFAS 5.3 within the Bank OF Indonesia	2003	11	Indonesia	53,426	6,358	6,412		52,660
ETH0T4AN	Capacity-Building in Debt and Financial Management	2004	11	Ethiopia		13,670	-		19,726
SUD0T4BG	Capacity-Building for Debt Management in The Sudan	2005	11	Sudan	40,498	32,579	45,663	220,405	116,329
MOL0T4CP	Implementation of DMFAS Version 5.3	2005	11	Republic of Moldova	28,646	18,678	34,296	15,744	
VEN0T5AC	<i>Proyecto Para La Implementation Del Sigade 5.3 Y Los Enlaces Con Los Sistemas De Analisis Integracion</i>	2006	11	Bolivarian Republic of Venezuela		72,306	150,377	271,723	246,444

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
Financiera (SIGECOF II)									
ALB0T6AN	Implementation of DMFAS Version 5.3	2006	11	Albania		14,650	15,365	15,334	7,324
NIC0T4BW	Strengthening of Capacities for Debt Management for Nicaragua	2006	11	Nicaragua		10,045	182,358	85,176	23,946
INT07X59	French Associate Expert (DITC) Ms. Elodie Maria-Sube	2007	11	Interregional			41,440	117,899	120,086
ELS0T6BQ	<i>Actualizacion A La Version 5.3 Y Fortalecimiento De La Gestion De Deuda</i>	2007	11	El Salvador			60,819	54,767	
INT07X51	Italian Associate Expert - DMFAS - Mr. Diego Rivetti	2007	11	Interregional			46,492	118,924	132,792
INS0T7AG	Enhancing External Debt Recording and Management in Indonesia	2007	11	Indonesia			13,636		55,962
ARG0T8BU	<i>Fortalecimiento De La Capacidad De Gestion De La Deuda Publica De La Provincia De Buenos Aires</i>	2008	11	Argentina					8,876
DJI0T8BB	<i>Renforcement Des Capacités De Gestion De La Dette A La Direction Du Financement Extérieur</i>	2008	11	Djibouti					57,735
YEM0T7BO	Strengthening Debt Reporting and Institutional Integration in Debt Management	2008	11	Republic of Yemen				28,774	82,318
ARG0T8BL	Strengthen Public Debt	2008	11	Argentina					247,465

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Management Capacity in Argentina								
TOG0T8AN	<i>Renforcement Des Capacités De Gestion Et De Production De Statistiques De La Dette A La Direction De La Dette Publique</i>	2008	11	Togo				106,665	115,833
HAI0T8AX	<i>Contrat Entre L'UCP Et La CNUCED Concernant L'Exécution De Services De Consultant Finance Par L'Association Internationale De Développement</i>	2008	11	Haiti				73,004	275,751
PAN0T9AA	<i>Fortalecimiento De Las Capacidades Para La Gestion De La Deuda En Panama</i>	2009	11	Panama					194,200
IRA0T8BW	Upgrade and Installation of Version 5.3 of the Debt Management and Financial Analysis System in the Central Bank of the Islamic Republic of Iran	2009	11	Islamic Republic of Iran					7,643
RAF0T9AV	<i>Renforcement Du Pôle Afrique De L'Ouest Du Programme SYGADE De La CNUCED</i>	2009	11	Regional Africa					
PAN09001	<i>Programa De Fortalecimiento Y Modernizacion De La Gestion Economica Y Fiscal</i>	2009	11	Panama					75,550
INT9X31Y	Introduction of	1993	12	Interregional	6,745	2,810	6,956	34,921	38,397

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Multimodal Transport and Micro-Computer Software Programmes								
PHI9X43G	Licensing, Implementation, Support and Maintenance of ASYCUDA++	1994	12	Philippines	44,812	61,448	-87	15,482	16,597
SRL9X792	Customs Modernization Programme Migration to ASYCUDA++	1997	12	Sri Lanka	8,639	2,765	1,014	7,680	
MLW9X8AU	Computerization of Customs Procedures and Data	1998	12	Malawi	76,767	43,898	69,906	166,319	54,691
INT9X89S	Support For ASYCUDA Implementation Activities	1998	12	Interregional	55,962	10,707	-393		29,229
RAS0X0DX	ASYCUDA Implementation and Support in Asia/Pacific Region (Regional Project)	2000	12	Regional Asia and the Pacific	38,944	138,865	72,234	65,974	55,698
UGA0T1AP	Migration to ASYCUDA++ Computerization of Customs Procedures and Data	2001	12	Uganda	14,774	2,118	-	49,778	42,561
RAS0T1BR	Introduction to International Multimodal Transport Operations in the Eco Region: Trade Facilitation Component	2001	12	Regional Asia and the Pacific	-3,036	11,968	7,565	7,892	261
NER0T1BT	Migration to ASYCUDA++	2001	12	Niger	15,685	40,650	-54	16,434	-
BEN0T1AR	Migration To ASYCUDA++	2001	12	Benin	58,180	15,977	13,879	21,366	
TOG0T2AN	Migration to ASYCUDA++	2002	12	Togo	25,689	54,336	33,029	40,930	313

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
RAS0T1DA	ASYCUDA Support Mechanism For The Pacific (ASMP)	2002	12	Regional Asia and the Pacific	167,804	284,300	271,476	221,961	263,200
NAM0T2AI	Migration To The ASYCUDA System From Version 2.7 To ASYCUDA++ In Namibia	2002	12	Namibia	175,998	190181	129507	205204	247500
MLI0T2AT	Migration To ASYCUDA++	2002	12	Mali	14,291	69,277	33,674	21,800	7,200
RAF0T2AG	Migration To ASYCUDA++	2002	12	Regional Africa	17,525	3,206	3,837	29,022	7,655
VEN01013	<i>Apoyo A La Modernizacion Del Sistema Aduanero</i>	2002	12	Bolivarian Republic of Venezuela	542,712	581,042	593,187	606,657	-
YEM03009	Implementation of ASYCUDA in Yemen	2003	12	Republic of Yemen	170,805	28,995	12,066	78,841	-
SUD0T3AS	Migration to ASYCUDA++	2003	12	Sudan	26,155	97,279	745	173,262	
RLA0T3AD	ASYCUDA Regional Support for the Americas	2003	12	Regional Latin America and the Caribbean	71,226	171,987	126,592	359,831	640,115
BDI0T2CH	<i>Migration Vers SYDONIA++</i>	2003	12	Burundi	144,514	15,531	51,419	18,418	-
MAG0T2BY	<i>Migration Vers SYDONIA ++</i>	2003	12	Madagascar	232,370	122,625	21,704	66,717	-
RWA0T2BX	Migration to ASYCUDA ++	2003	12	Rwanda	273,475	284,124	36,543	165,667	59,511
PRC0T2BW	Implementation of ASYCUDA ++	2003	12	Congo	62,016	64,674	41,633	74,308	-
TRI0T1BW	Simplification and Computerization of Customs Procedures and	2004	12	Trinidad and Tobago	58,479	165,032	259,604	205,117	116,457

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Data Using ASYCUDA								
URT0T2CY	Migration To ASYCUDA ++	2004	12	United Rep. of Tanzania,	182,044	345,783	3,270		43,901
PNG0T4AP	Installation of the Automated System for Customs Data in Papua New Guinea	2004	12	Papua New Guinea	274,969	190,865	20,622	20,098	19,000
AFG0T4CE	Emergency Customs Modernization and Trade Facilitation Project in Afghanistan	2004	12	Afghanistan	1,056,334	1,202,780	1,484,538	1,605,912	1,107,264
GAB0T4AX	Support to Gabonese Customs for the Extension Of ASYCUDA	2004	12	Gabon	9,082	81,878	16,269	39,500	10,500
SYR0T4BP	Implementation of ASYCUDAworld in the Syrian Arab Republic Customs Directorate	2005	12	Syrian Arab Republic	382,937	566,381	653,701	318,966	514,982
GUI0T4AR	<i>Migration Vers SYDONIA</i> ++	2005	12	Guinea		105,846	105,661	213,316	32,774
INT0T4CO	Capacity-Building in Developing Countries and Least Developed Countries to Support their Effective Participation in the WTO Negotiations Process on Trade Facilitation	2005	12	Interregional	312,624	232,840	269,359	172,150	358,762
IRA05755	Implementation of E-Customs ASYCUDAworld in the Islamic Republic Of Iran	2005	12	Islamic Republic of Iran	99,072	99,580	5,589	21,000	276,000
HAI0T5AM	<i>Mise En Place De SYDONIAworld A L'Administration Générale Des Douanes</i>	2005	12	Haiti		434,347	543,417	995,597	733,784

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
IVC0T4BV	<i>Mise En Place De SYDONIAworld A La Direction Générale Des Douanes</i>	2005	12	Cote d'Ivoire	264,011	343,171	198,651	514,608	349,985
CAF0T3AX	<i>Migration Vers SYDONIA++</i>	2005	12	Central African Republic	96,318	126,811	89,143	36,307	37,800
JOR0T6AE	Implementation of ASYCUDAworld in Jordan	2006	12	Jordan		161,914	379,220	67,801	319,872
NEP0T6BR	Consolidation of Customs Automation	2006	12	Nepal			100,434	187,493	360,447
CMR0T6AB	<i>Soutien A L'Administration Des Douanes</i>	2006	12	Cameroon			96,205	222,750	143,984
RAF0T6BC	Establishment of the Southern and Eastern African Technical ASYCUDA Centre (SEATAC)	2006	12	Regional Africa		-	320,772	437,137	273,497
LEB0T5BK	Implementation of ASYCUDAworld in Lebanon	2006	12	Lebanon		43,340	313,655	270,292	287,295
TIM06001	Support for Automation of Customs Processes in Timor-Leste	2006	12	East Timor			79,078	342,155	62,140
MAU0T5BD	<i>Migration Des Douanes Mauritanienes A La Version++ Du SYDONIA</i>	2006	12	Mauritania			37,391	224,000	166,505
JOR0T7AQ	Implementation Of ASYCUDAworld in the Hashemite Kingdom of Jordan	2007	12	Jordan			248,429	534,844	305,329
RAF0T7AW	ASYCUDA Regional Support Centre for Africa (Ouagadougou)	2007	12	Regional Africa				29,204	9,380

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
GEO0T7AA	Implementation of ASYCUDAworld in the Customs Department	2007	12	Georgia			319,918	165,287	2,295
ALB0T7BF	Implementation of ASYCUDAworld in the Customs Department	2007	12	Albania				517,996	345,843
PAL0T7AV	Implementation of ASYCUDAworld in Palestine	2007	12	Occupied Palestinian Territory			65,462	825,244	1,139,841
BZE0T7BU	ASYCUDA	2007	12	Belize				56,000	702,411
ZIM0T7AC	Implementation of ASYCUDAworld in Zimbabwe	2007	12	Zimbabwe			116,730	270,418	266,200
SIL0T8AA	Implementation of ASYCUDA++ in Sierra Leone	2008	12	Sierra Leone				158,440	370,040
RAF0T8AL	Strengthening the ASYCUDA Implementation in Southern and Eastern Africa	2008	12	Regional Africa				85,000	64,060
RAF0T8AT	<i>Interconnexion Des Douanes D'Afrique Centrale</i>	2008	12	Regional Africa				35,054	996,454
CHD08001	<i>Appui Au PAMFIP, Renforcement Des Capacités De La Douane</i>	2008	12	Chad				90,000	272,727
RAB0T7BP	ASYCUDAworld Regional Center for Arab States	2008	12	Syrian Arab Republic					
DMI0T7BY	Implementation of ASYCUDA World in the Customs and Excise Department of Dominica (DMA)	2008	12	Dominica				30,000	197,825

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
TUN0T7AT	<i>Coopération Pour La Modernisation Et L'Automatisation Des Procédures Douanières</i>	2008	12	Tunisia				39,850	140,915
MDV08001	Support to Maldives Customs Service to Upgrade ASYCUDA	2008	12	Maldives				4,997	143,152
RLA0T8BO	Implementation of ASYCUDAworld in the Customs Administrations of Anguilla, Montserrat and the Turks and Caicos Islands	2008	12	Regional Latin America and the Caribbean				25,000	657,144
SRL0T7BL	ASYCUDAworld in Sri Lanka	2008	12	Sri Lanka					258,031
INT08X49	Italian Associate Expert - ASYCUDA - Mr. Andrea Bolognesi	2008	12	Interregional				46,634	135,459
LIR0T8CD	ASYCUDAworld Project in Liberia	2009	12	Liberia					225,140
LIB0T8AP	Implementation of ASYCUDAworld in the Libyan Customs Directorate	2009	12	Libyan Arab Jamahiriya					271,560
INT0T9BD	Integration and Piloting of ASYCUDA/Client Export System	2009	12	Interregional					
MOL0T9BA	Implementation of Valuation Control in the Moldovan ASYCUDAworld System	2009	12	Republic of Moldova					38,000
GAM0T8BH	Migration of ASYCUDA System from Version 2.7 To ASYCUDA++ in the Republic of The Gambia	2009	12	Gambia					99,550
PAK0T8AK	Trade and Transport	2009	12	Pakistan					

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
	Facilitation Project (TTFP-II)								
STP0T9AB	ASYCUDA Project	2009	12	Sao Tome and Principe					333,370
GIB0T9AM	Implementation of ASYCUDAworld	2009	12						128,875
YEM0T8BT	ASYCUDAworld Project in Yemen	2009	12	Republic of Yemen					
GEO0T9BO	ASYCUDAworld Technical Assistance and Support	2010	12	Georgia					
INT0T4CD	Trust Fund for Supporting the Adoption and Appropriation of ICT by the Tourism Industry in Developing Countries with a Special Focus on LDCs/E-Tourism Strategy for Development	2004	13	Interregional	44,007	10,0677	33,157	132,253	95,000
INT05X66	French Associate Expert (SITE) Ms. Muriel Guigue	2006	13	Interregional		73,356	54,743	15,693	
EGY09001	National ICT Policy Review for Egypt	2009	13	Egypt					163,755
INT0T9AS	ICT Policies For Development	2009	13	Interregional					341,399
INT9X00L	Training in the Field of Foreign Trade	1990	14	Interregional	105,947	128,367	214,147	418,500	256,000
INT0T4AB	<i>Mise En Place D'Un Projet De Renforcement Des Capacités De Formation Portuaire Pour Les Pays En Développement (Programme</i>	2004	14	Interregional	141,208	143,035	6,485,606	85,500	175,600

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
<i>Trainfortrade)</i>									
RLA0T6BJ	Support to Training Activities of UNCTAD for Latin American and Caribbean Countries Organized by the Trainfortrade Programme	2006	14	Regional Latin America and the Caribbean		-	98,556	268,095	280,000
INT0T6AR	Trainfortrade Trust Fund	2006	14	Interregional		-	105,725	304,000	378,200
INT0T5BS	<i>Coopération Entre L'Autorité Portuaire De Valence (Espagne) Et Le Programme Trainfortrade De La CNUCED</i>	2006	14	Interregional			6,117	89,836	86,285
INT0T6AP	Trust Fund for the UNCTAD Virtual Institute on Trade and Development	2006	14	Interregional		99,388	62,602	196,742	325,324
ANG0T7AP	UNCTAD-Trainfortrade in Angola	2007	14	Angola			42,777	541,000	631,000
INT0T7BR	UUNCTAD/Trainfortrade Port Training Programme for English-Speaking Developing Countries	2008	14	Interregional				86,200	319,000
GUI0T8AF	<i>Renforcement Des Capacités De La Guinée En Matière De Commerce International A Travers La Formation</i>	2008	14	Guinea				99,000	129,000
BEN0T8BR	Trainfortrade, PADEX Project, Component II	2008	14	Benin					71,500
INT0T2AU	Special Trust Fund for Activities in the Area of Science and Technology for Development	2002	15	Interregional	5,423	5,879	1,438		3,000

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
ANG06001	Science, Technology and Innovation Policy Review of Angola	2006	15	Angola		57,116	-549	80,404	17,502
INT0T6AD	Network of 'Centres of Excellence' in New and Emerging Technologies in Developing Countries	2006	15	Interregional		158,238	389,598	213,250	99,000
INT0T7CB	Special Trust Fund for Activities Related to the Commission on Science and Technology for Development with Regard to WSIS Follow-up	2007	15	Interregional				47,408	50,240
INT9X77J	Trust Fund for Least Developed Countries: Core Project	1997	16	Interregional	743,757	460,552	605,626	2,171,777	1,894,990
HAI9X9BV	<i>Appui Au Gouvernement Haïtien Dans Le Contexte De L'Entrée D'Haïti Dans Le CARICOM</i>	1999	16	Haiti	-	-	2,268	27,323	953
RAS0T0AC	Support to the Forum Secretariat	2000	16	Regional Asia and the Pacific	14,405	944	-632	20,646	9,116
INT0T1CI	Publication on Small Island Developing States	2001	16	Interregional	2,894		3,445	29,674	8,345
INT0T5BP	Mid-Term Review of Progress in Implementation of the Programme of Action for LDCs for the Decade 2001–2010	2006	16	Interregional		30,630	107,199	40,160	
INT0T3BY	LDCs: Pre And Post Diagnostic Trade Integration Study (DTIS) Capacity-Building	2004	17	Interregional	56,565	220,802	101,520	122,700	256,357

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
INT0T4AY	Mainstreaming LDCs Countries in the Global Economy	2005	17	Interregional	74,276	102,188	179,360	254,500	138,281
SIL08001	Integrated Framework Trade Policy Project: Improved Trade Policy Capacity in Sierra Leone	2008	17	Sierra Leone					251,000
LAO09001	Integrated Framework Trade Policy Project: Capacity-Building for MOIC'S Department of Import & Export	2009	17	Lao, People's Democratic Republic					22,000
COI0T9AR	<i>Programme De Renforcement Des Services Du Commerce Et De L'Investissement</i>	2009	17	Comoros					92,450
INT0T0BU	Support to UNCTAD's Technical Cooperation	2000	18	Interregional	32,177	29,763	79,042	28,150	170,490
INT0T1AK	Financing of Participation of Experts from Developing Countries and Countries with Economies in Transition in UNCTAD Expert Group Meetings	2001	18	Interregional	25,511	34,737	37,070	36,913	193,550
INT0T4BS	Strengthening Results-Based Management of UNCTAD Programme	2004	18	Interregional	79,011	76,883	67,372	149,727	303,728
INT0T6AW	Civil Society Participation in the Activities of UNCTAD	2006	18	Interregional		50,856	21,863	14	-
GLO0T8CG	Support to Avian Influenza and Food Crisis Coordination Office	2008	18	Global				23,471	96,794
RWA0T8BN	Delivering as One, Rwanda Project	2008	18	Rwanda				12,107	235,771

ProjectID	Project title	Start year	Cluster	Beneficiary	2005	2006	2007	2008	2009
PAN0T9BK	<i>Red De Oportunidades Empresariales Para Familias Pobres (UNCTAD/EMPRETEC)</i>	2009	18	Panama					
MOZ0T9AZ	Delivering as One, Mozambique	2009	18	Mozambique					56,074
CVI0T9AL	Delivering as One, Cape Verde	2009	18	Cape Verde					23,044
INT0T9AK	One United Nations Reform And United Nations System-Wide Coherence Process	2009	18	Interregional					47,500

III. List of programmes/beneficiaries included in the survey

40 bilateral programmes

* signifies that a contact/e-mail in the beneficiary country was provided by UNCTAD.

Project symbol	Project title	
SUD0T3AS	MIGRATION TO ASYCUDA++	*
CAF0T3AX	MIGRATION VERS SYDONIA++	*
YEM03009	IMPLEMENTATION OF ASYCUDA IN YEMEN	
ETH0T4AN	CAPACITY BUILDING IN DEBT AND FINANCIAL MANAGEMENT	
PNG0T4AP	INSTALLATION OF THE AUTOMATED SYSTEM FOR CUSTOMS DATA IN PAPUA NEW GUINEA	*
GUI0T4AR	MIGRATION VERS SYDONIA++	*
GAB0T4AX	SUPPORT TO GABONESE CUSTOMS FOR THE EXTENSION OF ASYCUDA	
SUD0T4BG	CAPACITY-BUILDING FOR DEBT MANAGEMENT IN THE SUDAN	
UGA0T4BT	BIOTRADE INITIATIVE IN UGANDA	*
IVC0T4BV	MISE EN PLACE DE SYDONIAWORLD A LA DIRECTION GENERALE DES DOUANES	*
NIC0T4BW	STRENGTHENING OF CAPACITIES FOR DEBT MANAGEMENT FOR NICARAGUA	
AFG0T4CE	EMERGENCY CUSTOMS MODERNIZATION AND TRADE FACILITATION PROJECT IN AFGHANISTAN	*
MOL0T4CP	IMPLEMENTATION OF DMFAS VERSION 5.3	
HAI0T5AM	MISE EN PLACE DE SYDONIAWORLD A L'ADMINISTRATION GENERALE DES DOUANES	*
MAU0T5BD	MIGRATION DES DOUANES MAURITANIENNES A LA VERSION++ DU SYDONIA	*
CMR0T6AB	SOUTIEN A L'ADMINISTRATION DES DOUANES	*
ANG06001	SCIENCE, TECHNOLOGY AND INNOVATION POLICY REVIEW OF ANGOLA	*
TIM06001	SUPPORT FOR AUTOMATION OF CUSTOMS PROCESSES IN TIMOR-LESTE	*
ELS0T6BQ	ACTUALIZACION A LA VERSION 5.3 Y FORTALECIMIENTO DE LA GESTION DE DEUDA	
NEP0T6BR	CONSOLIDATION OF CUSTOMS AUTOMATION	*
ZIM0T7AC	IMPLEMENTATION OF ASYCUDAWORLD IN ZIMBABWE	*
ANG0T7AP	UNCTAD-TRAINFORTRADE IN ANGOLA	*
UGA07001	UGANDA BUSINESS LINKAGES PROMOTION PROGRAMME	*
BZE0T7BU	ASYCUDA	*
MLW9X8AU	COMPUTERIZATION OF CUSTOMS PROCEDURES AND DATA	*
HAI9X9BV	APPUI AU GOUVERNEMENT HAITIEN DANS LE CONTEXTE DE L'ENTREE D'HAITI DANS LE CARICOM	*
ZAM9X9DL	IMPLEMENTATION OF DMFAS 5.1	

Project symbol	Project title	
UGA0T1AP	MIGRATION TO ASYCUDA++ COMPUTERISATION OF CUSTOMS PROCEDURES AND DATA	*
BEN0T1AR	MIGRATION TO ASYCUDA++	*
NER0T1BT	MIGRATION TO ASYCUDA++	*
TRI0T1BW	SIMPLIFICATION AND COMPUTERIZATION OF CUSTOMS PROCEDURES AND DATA USING ASYCUDA	*
NAM0T2AI	MIGRATION TO THE ASYCUDA SYSTEM FROM VERSION 2.7 TO ASYCUDA++ IN NAMIBIA	*
TOG0T2AN	MIGRATION TO ASYCUDA++	*
MLI0T2AT	MIGRATION TO ASYCUDA++	*
UGA0T2BK	IMPLEMENTATION OF DMFAS 5.2 IN THE TREASURY OFFICE OF ACCOUNTS OF THE MINISTRY OF FINANCE	
PRC0T2BW	IMPLEMENTATION OF ASYCUDA++	*
RWA0T2BX	MIGRATION TO ASYCUDA++	*
MAG0T2BY	MIGRATION VERS SYDONIA++	
BDI0T2CH	MIGRATION VERS SYDONIA++	*
URT0T2CY	MIGRATION TO ASYCUDA++	*

39 regional programmes

* signifies that a contact/e-mail in the beneficiary country was provided by UNCTAD.

Project symbol	Project title	
INT0T6BS	INVESTMENT POLICY REVIEW OF VIET NAM. FOLLOW-UP ASSISTANCE, VIET NAM AND ZAMBIA	*
INT0T7AE	BUILDING PRODUCTIVE CAPACITIES FOR LEAST DEVELOPED COUNTRIES	*
INT9X00L	TRAINING IN THE FIELD OF FOREIGN TRADE	
INT9X00M	SUPPORT TO THE GSTP	
INT8X603	TRAINING PROGRAMMES ON RESTRICTIVE BUSINESS PRACTICES	
INT9X77J	TRUST FUND FOR LEAST DEVELOPED COUNTRIES: CORE PROJECT	
INT9X8A2	INVESTMENT GUIDES AND CAPACITY-BUILDING FOR LEAST DEVELOPED COUNTRIES (LDCS)	*
INT9X9C2	L'INTELLIGENCE ECONOMIQUE AU SERVICE DES PLUS DEMUNIS	
RAS0T0AC	SUPPORT TO THE FORUM SECRETARIAT	
INT0T0AG	BUILDING CAPACITY THROUGH TRAINING IN THE SETTLEMENT OF DISPUTES IN INTERNATIONAL TRADE, INVESTMENT AND INTELLECTUAL PROPERTY	
RAS0T1BR	INTRODUCTION TO INTERNATIONAL MULTIMODAL TRANSPORT OPERATIONS IN THE ECO REGION: TRADE FACILITATION COMPONENT	
INT0T1CH	CAPACITY-BUILDING ON GOOD GOVERNANCE IN INVESTMENT PROMOTION	*
INT0T1CI	PUBLICATION ON SMALL ISLAND DEVELOPING STATES	*

RAS0T1DA	ASYCUDA SUPPORT MECHANISM FOR THE PACIFIC (ASMP)	
INT0T2AO	STRENGTHENING THE DEBT MANAGEMENT CAPACITY OF DEVELOPING COUNTRIES	
INT0T2CT	TRAINING & CAPACITY BUILDING IN LDCS & DEVELOPING COUNTRIES ON TRADE POLICIES FORMULATION FOR A BETTER UNDERSTANDING OF & PARTICIPATION IN THE INTERNATIONAL TRADING SYSTEM	
INT0T2CW	DEVELOPMENT AND DISSEMINATION OF SELECTED DATA ON FDI AND THE OPERATIONS OF TRANSNATIONAL CORPORATIONS	*
INT0T3AC	BIOTRADE FACILITATION PROGRAMME FOR BIODIVERSITY PRODUCTS AND SERVICES	
RLA0T3AD	ASYCUDA REGIONAL SUPPORT FOR THE AMERICAS	
RAF0T3AI	JOINT INTEGRATED TECHNICAL ASSISTANCE PROGRAMME, PHASE II, JITAP.	
INT0T3AO	SUPPORT TO THE UNCTAD/ICC INVESTMENT ADVISORY COUNCIL	
RLA0T3BF	STRENGTHENING INSTITUTIONAL AND CAPACITY BUILDING IN THE AREA OF COMPETITION AND CONSUMER LAW AND POLICY IN LATIN AMERICAN COUNTRIES	
INT0T3BY	LDCS: PRE AND POST DIAGNOSTIC TRADE INTEGRATION STUDY (DTIS) CAPACITY-BUILDING	*
INT0T4AF	SELECTED COMMODITY ISSUES IN THE CONTEXT OF TRADE AND DEVELOPMENT	*
INT0T4AY	MAINSTREAMING LDCS COUNTRIES IN THE GLOBAL ECONOMY	*
INT0T4CD	TRUST FUND FOR SUPPORTING THE ADOPTION AND APPROPRIATION OF ICT BY THE TOURISM INDUSTRY IN DEVELOPING COUNTRIES WITH A SPECIAL FOCUS ON LDCS/E-TOURISM STRATEGY FOR DEVELOPMENT	*
INT0T4CN	PROJECT FOR WTO ACCESSIONS	*
INT0T4CO	CAPACITY-BUILDING IN DEVELOPING COUNTRIES AND LEAST DEVELOPED COUNTRIES TO SUPPORT THEIR EFFECTIVE PARTICIPATION IN THE WTO NEGOTIATIONS PROCESS ON TRADE FACILITATION	*
INT0T5BP	MID-TERM REVIEW OF PROGRESS IN IMPLEMENTATION OF THE PROGRAMME OF ACTION FOR LDCS FOR THE DECADE 2001-2010	*
INT0T5BU	CAPACITY-BUILDING AND TRANSFER OF KNOWLEDGE TO INVESTMENT PROMOTION AGENCIES IN DEVELOPING COUNTRIES	*
INT0T6AP	TRUST FUND FOR THE UNCTAD VIRTUAL INSTITUTE ON TRADE AND DEVELOPMENT	
INT0T6AR	TRAINFORTRADE TRUST FUND	*
INT0T6AW	CIVIL SOCIETY PARTICIPATION IN THE ACTIVITIES OF UNCTAD	
INT0T6AY	IMPLEMENTING THE BIOFUELS INITIATIVE IN LDCS AND COUNTRIES WITH VULNERABLE ECONOMIES	
RAF0T6BB	TECHNICAL ASSISTANCE AND CAPACITY-BUILDING IN IMPLEMENTING REGULATORY FRAMEWORKS FOR ACCESS TO MEDICINES	
RAF0T6BC	ESTABLISHMENT OF THE SOUTHERN AND EASTERN	

RLA0T6BF	AFRICAN TECHNICAL ASYCUDA CENTRE (SEATAC) SUPPORT TO THE NEGOTIATIONS ON SERVICES AT THE MULTILATERAL, REGIONAL AND BILATERAL LEVELS FOR LATIN AMERICAN COUNTRIES	*
INT0T6BH	ADJUSTING TO TRADE LIBERALIZATION IN SELECTED DEVELOPING COUNTRIES: UNBINDING SUPPLY CAPACITY CONSTRAINTS	
INT0T6BI	STRENGTHENING PARTICIPATION OF SELECTED DEVELOPING COUNTRIES IN DYNAMIC AND NEW SECTORS OF WORLD TRADE	*

IV. Survey – questionnaire and results

Questionnaire

In-depth Evaluation of UNCTAD’s technical cooperation activities dedicated to LDCs, LLDCs, SIDS and SWVSE

The French company TAC is conducting a survey for the UNCTAD on more than 60 technical cooperation projects dedicated to least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS) and other structurally weak, vulnerable and small economies (SWVSEs).

The objective of this survey is to examine the relevance of the projects and the specific activity you were involved in, their perceived efficiency and influence on policy making, as well as the critical gaps or deficiencies noted in their implementation.

The information you provide will help us to analyze and document the results and lessons learned from the implementation of the projects that address the special needs of these countries, and to provide recommendations aimed at strengthening the work that UNCTAD undertakes to benefit these countries.

We would be grateful if you could please take a few minutes to fill in this questionnaire.

For each question, choose only one answer from 1 to 5.

If the question is irrelevant or if you don’t have any answer, please tick 0/NA (not applicable).

CONTACT DETAILS

First Name/Last Name:

E-mail:

Title/function:

Organization:

Country :

Nature of activities you were involved in:

Month/year (MM/YY) when the activity took place:

RELEVANCE

1. Are the objectives of the project in line with your country’s needs and priorities?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

2. Has the design of the project / activity you were involved in with UNCTAD explicitly taken into consideration the specific nature of the development, trade or investment challenges of your country, in particular its status as an LDC, LLDC, SIDS or SWVSE?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

- 3. Have the activities of the project adequately taken into consideration this specific nature, in particular its status as LDC, LLDC, SIDS or SWVSE?**

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

EFFICIENCY

- 4. To what extent have the agreed objectives of the project been achieved?**

0	1	2	3	4	5
NA	<i>Very limited</i>		<i>Some</i>		<i>Full</i>

- 5. Were there critical gaps for achieving the objectives, which were not tackled by UNCTAD?**

0	1	2	3	4	5
NA	<i>None</i>		<i>Some</i>		<i>A lot</i>

- 6. Were there unforeseeable reasons for not achieving the objectives of the project?**

0	1	2	3	4	5
NA	<i>None</i>		<i>Some</i>		<i>A lot</i>

- 7. To what extent have the components of the project been delivered as agreed?**

0	1	2	3	4	5
NA	<i>Very limited</i>		<i>Some</i>		<i>Full</i>

- 8. Could the same objectives have been achieved with a different intervention?**

0	1	2	3	4	5
NA	<i>No</i>		<i>Partly/Maybe</i>		<i>Yes</i>

9. If you have ticked 4 or 5 in question 8 above, could you please elaborate on how the intervention could have been better, cheaper or quicker:

How do you think the intervention could have been better, cheaper or quicker?

IMPACT & SUSTAINABILITY

10. How has the programme influenced policymaking in your country?

0	1	2	3	4	5
<i>NA</i>	<i>Not at all</i>		<i>Moderately</i>		<i>Significantly</i>

11. To what extent have the conclusions/results/outputs of the programme been discussed at a senior level of policymaking in your organization or country?

0	1	2	3	4	5
<i>NA</i>	<i>Very limited</i>		<i>Some</i>		<i>Full</i>

12. Have there been clear/useful presentations of the outputs and results of the programme to your management?

0	1	2	3	4	5
<i>NA</i>	<i>Not a single one</i>		<i>Some</i>		<i>Plenty</i>

13. Could you mention/identify policy decisions that were influenced by the programme that UNCTAD implemented?

0	1	2	3	4	5
<i>NA</i>	<i>Not a single one</i>		<i>Some</i>		<i>Plenty</i>

14. To what extent does UNCTAD's intervention contribute to capacity development and the strengthening of your institution?

0	1	2	3	4	5
NA	<i>Very limited</i>		<i>Some</i>		<i>Full</i>

15. To what extent does the positive impact justify continuing the activities undertaken or supported by the programme?

0	1	2	3	4	5
NA	<i>Very limited</i>		<i>Some</i>		<i>Full</i>

16. Is your institution/management willing to keep facilities operational and to continue activities?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

17. Is your institution/management able to keep facilities operational and to continue activities on their own?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

18. Did you and/or your management participate in the planning and implementation of the intervention to ensure local engagement from the start?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

19. Is the technology utilized in the intervention appropriate to the economic, social and cultural conditions in your country?

0	1	2	3	4	5
NA	<i>Not at all</i>		<i>Moderately</i>		<i>Totally</i>

You are welcome to provide any further comment on the activities you were involved in, the programme and its implementation. We are particularly interested in lessons learnt, reasons for success and causes of failure.

OTHER COMMENTS

Answers to the TAC/UNCTAD Survey, breakdown by category of country

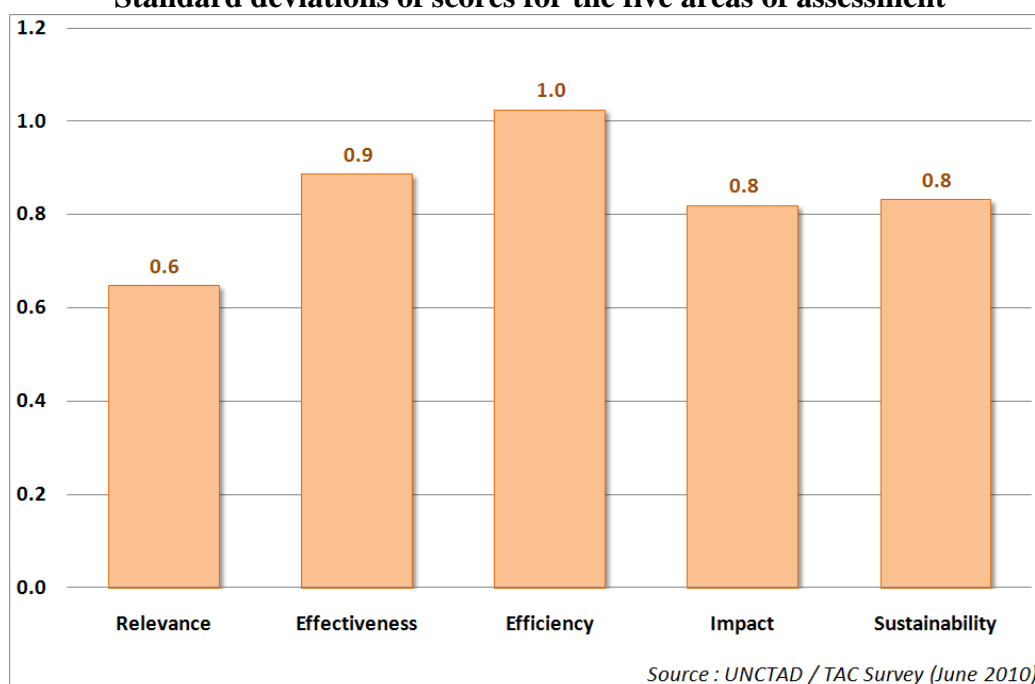
Categories of countries	Number of Countries	Share of Total
<i>LDC</i>	31	82%
<i>LLDC</i>	21	55%
<i>SIDS</i>	5	13%
<i>SWVSE</i>	37	97%
<i>Other SWVSE</i>	2	5%
Total number of projects represented	22	47%

Source: TAC/UNCTAD Survey

Average scores for the five areas of assessment



Standard deviations of scores for the five areas of assessment



Survey results

Questions	Relevance of programmes	Average	Standard deviation	Number of answers
01	<i>Are the objectives of the project in line with your country's needs and priorities?</i>	4,4	0,6	37
02	<i>Has the design of the project/activity you were involved in with UNCTAD explicitly taken into consideration the specific nature of the development, trade or investment challenges of your country, in particular its status as an LDC, LLDC, SIDS or SWVSE?</i>	4,2	0,7	36
03	<i>Have the activities of the project adequately taken into consideration this specific nature, in particular its status as LDC, LLDC, SIDS or SWVSE?</i>	4,1	0,7	36
04	<i>To what extent have the agreed objectives of the project been achieved?</i>	3,8	0,8	36
05	<i>Were there critical gaps for achieving the objectives, which were not tackled by UNCTAD?</i>	2,5	0,9	33
06	<i>Were there unforeseeable reasons for not achieving the objectives of the project?</i>	2,4	1,2	33
07	<i>To what extent have the components of the project been delivered as agreed?</i>	3,8	0,9	35

Questions	Relevance of programmes	Average	Standard deviation	Number of answers
08	<i>Could the same objectives have been achieved with a different intervention?</i>	2,0	1,0	35
10	<i>How has the programme influenced policymaking in your country?</i>	3,7	0,9	32
11	<i>To what extent have the conclusions/results/outputs of the programme been discussed at a senior level of policymaking in your organization or country?</i>	3,8	0,9	33
12	<i>Have there been clear/useful presentations of the outputs and results of the programme to your management?</i>	3,8	1,0	32
13	<i>Could you mention/identify policy decisions that were influenced by the programme that UNCTAD implemented?</i>	3,4	0,8	31
14	<i>To what extent does UNCTAD's intervention contribute to capacity development and the strengthening of your institution?</i>	3,6	0,7	34
15	<i>To what extent does the positive impact justify continuing the activities undertaken or supported by the programme?</i>	4,2	0,6	32
16	<i>Is your institution/management willing to keep facilities operational and to continue activities?</i>	4,5	0,7	33
17	<i>Is your institution/management able to keep facilities operational and to continue activities on their own?</i>	3,3	0,9	33
18	<i>Did you and/or your management participate in the planning and implementation of the intervention to ensure local engagement from the start?</i>	4,1	0,9	33
19	<i>Is the technology utilized in the intervention appropriate to the economic, social and cultural conditions in your country?</i>	4,1	0,8	32

V. List of meetings held during the evaluation

A. Meetings with UNCTAD staff on 16–17 June

Mr. José Maria Rubiato Elizalde – Acting Head – Trade Logistics Branch – Division on Technology and Logistics

Mr. Pierre Encontre – Chief-Division for Africa, least developed countries and Special programmes

Mr. Bonapas Onguglo – Division on International Trade in Goods and Services, and Commodities

Mr. Hassan Qaqaya – Head of Competition and Consumer Policies Branch

Mr. Pierre M. Horna – Competition and Consumer Policies Branch – Division on International Trade in Goods and Services, and Commodities

Mrs. Ana Maria Alvarez – Programme Manager COMPAL – Division on International Trade in Goods and Services, and Commodities

Mrs. Chantal Dupasquier – Chief – Investment Policy Review Section – Division on Investment and Enterprise

Mr. Quentin Dupriez – Investment Policy Review Section – Division on Investment and Enterprise

Mr. Paul Wessendorp – Chief-Investment Facilitation Section – Investment and Enterprise Division

Mr. Gerry Teeling – Chief – Debt Management Financial Analysis System (DMFAS) Programme

Mr. Mark Willis – Project Coordinator – Manager-Debt Management Financial Analysis System(DMFAS) Programme

Mrs. Manuela Jander – Project Manager – Debt Management Financial Analysis System(DMFAS) Programme

Mr. Giuseppe di Capua – Coordinator for Southern & Eastern Africa – Strategic Planning e-Management for ASYCUDA.

B. Meetings with Delegates from El Salvador and Zambia on 16–17 June

Mrs. Lic Rina Castellanos de Jarquin – Delegate of the Permanent Mission of El Salvador

Mrs. Lillian S. Bwalya – Delegate of the Permanent Mission of Zambia

C. Meetings with beneficiaries in El Salvador 21–23 June

1. Directorate of Public Credit at the Ministry of Finance of El Salvador (DMFAS)

Mrs. Delia Lorena Reyes – Deputy Director

Mrs. Rubia Flores de Montoya – DMFAS Manager

Mrs. Roxana de Henriquez – DMFAS User representative

Mrs. Antonia de Castro – Officer in charge of recording debt payments in DMFAS

Mr. Lic. Marvin Ruiz – Data Base Manager

Mr. Salvador Ramos – IT manager

2. Consumer Protection Authority (COMPAL)

Mr. José Armando Flores Alemán – President

Mr. Nelson Guzmán Mendoza – Director of International Affairs Department and Cooperation

3. Competition Authority (COMPAL)

Mrs. Regina Vargas – Intendant – Competition Advocacy Intendance

Mrs. Evelyn Olmedo – Interinstitutional Relations Manager

D. Meetings with beneficiaries in Zambia on 29 June–2 July

1. Ministry of Commerce, Trade and Industry

Mr. Felix C. Mutati – Minister of Commerce, Trade and Industry

Mrs. Hillary Kumwenda – JITAP project contact

Mr. Siazongo Siakalenge – Director of Industry (Blue Book)

Mr. Maybin Nsupila – Expert – EIF NIU

2. Ministry of Finance and National Planning

Ms. Patricia Nyirenda – Debt Relief DMFAS

3. Zambia Development Agency (Blue Book)

Ms. Florence Mumba – Director – Research, Planning and Policy

4. Bank of Zambia (DMFAS)

Mr. Paulo M. Lungu & Mr. David C. Mwape – DMFAS counterparts

Mr. Wilson Chongwe – Manager Operational Systems

5. Zambia Bureau of Standards (JITAP)

Mr. Davies Mukuka – Enquiry Point JITAP

6. University of Zambia (JITAP)

Mr. Manenga Ndulo – School of Economics, Economics Department

7. Zambia Revenue Authority (ASYCUDA)

Mr. George Mwale – Assistant Commissioner, AC-DMI

VI. Terms of Reference

Terms of Reference (TOR)

In-depth Evaluation of UNCTAD's technical cooperation activities dedicated to least developed countries, landlocked developing countries, small island developing States and structurally weak, vulnerable and small economies

1. Introduction and purpose

The fifty-third session of the Working Party on the Strategic Framework and the Programme Budget requested the UNCTAD secretariat to conduct an external in-depth evaluation of the technical cooperation activities dedicated to least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS) and other structurally weak, vulnerable and small economies (SWVSEs).

The objective of the evaluation is to analyse and document the results and lessons learned from the implementation of the projects that address the special needs of these countries, and to provide recommendations aimed at strengthening the work that UNCTAD undertakes to benefit these countries.

The evaluation will assess the relevance, effectiveness (including impact), efficiency and sustainability of the dedicated technical cooperation activities for LDCs, LLDCs, SIDS and other SWVSEs carried out under all UNCTAD subprogrammes. Within this framework, the review should first examine the performance of the projects in accordance with their respective logical frameworks in the project documents.

2. Background

The mandates for UNCTAD's work on LDCs, LLDCs, SIDS and other SWVSEs originate mainly from the Brussels "Programme of Action for the Least Developed Countries" adopted by the Third United Nations Conference on the Least Developed Countries, the Accra Accord and Declaration, the "Programme of Action for the Sustainable Development of Small Island Developing States", the "Almaty Programme of Action" and the United Nations General Assembly.

UNCTAD has been undertaking activities for the implementation of the Brussels Programme of Action (BPOA) at the institutional, intergovernmental and technical levels. Research and policy analysis focus on such macroeconomic, sectoral and thematic issues of interest to LDCs as poverty reduction strategies, development of productive capacities, vulnerability profiles, graduation and smooth transition, effective benefits from the LDC status, and market access and trade preferences. Capacity-building activities focus on human resources development, institutional capacity-building and policy advice. These include trade-related technical assistance in the context of the Integrated Framework (IF), policy advice on trade policy and negotiations, intergovernmental support through country case studies and sector specific analysis, investment promotion and enterprise development, as well as projects on customs modernization (ASYCUDA), cargo information system (ACIS) and debt management (DMFAS).

UNCTAD has continued to draw the attention of the international community to the special development challenges faced by SIDS and the need for special support measures in their

favour. This involves research and analysis, technical assistance and policy advice to individual SIDS or regional organizations, and advocacy at and technical inputs to international forums. UNCTAD cooperates with the Committee for Development Policy in its triennial review of the list of LDCs by providing conceptual, methodological and statistical inputs, notably on the vulnerability profiles of countries deemed eligible for graduation. In accordance with the Mauritius Strategy, UNCTAD has also assisted graduating countries in formulating and implementing strategies to secure a smooth transition in anticipation of the loss of LDC status.

UNCTAD's contribution to the Almaty Programme of Action includes facilitating the development of transit corridors, the adoption of transit facilitation measures and the management of transport infrastructure and related facilities. Landlocked and transit developing countries in transport corridors in Latin America, Africa and Asia received technical assistance related to (a) guidelines and analytical tools to assess their needs and priorities in trade and transport facilitation; (b) assistance in implementing specific institutional development mechanisms; and (c) sustainable capacity-building to plan and implement regional initiatives.

UNCTAD's work on the special problems of SWVSEs aims at better identifying and meeting the needs of this group of countries. UNCTAD's approach to the multi-faceted issue of structural weakness and vulnerability rests on the goal of resilience-building, involving sustained investment efforts to diversify productive capacities, notably in the sphere of trade in services and in activities with a greater "knowledge content". Accordingly, UNCTAD's activities in favour of SWVSEs have included assistance to trade policy formulation, applications of the United Nations' Economic Vulnerability Index for small and vulnerable island LDCs near graduation thresholds, and training and capacity-building activities in the areas of trade negotiations, competition law and policy, and trade and the environment. Several SWVSEs have also benefited from activities aimed at improving trade facilitation and supporting multimodal transport chains and customs modernization.

3. Scope of the evaluation

As the São Paulo Consensus and the Accra Accord include mandates for UNCTAD to contribute towards the implementation and follow-up to the outcomes of relevant global conferences – including the Brussels Programme of Action, Almaty Programme of Action and the Mauritius Programme of Action – and form the basis of UNCTAD's work, the evaluation will primarily cover projects that were implemented since 2004.

Selection of projects to be evaluated will be based on the following criteria:

- (a) At least one project from each of UNCTAD's five subprogrammes;
- (b) Projects that have never been subject to an in-depth evaluation or any form of external evaluation in recent years;
- (c) Projects that already have or will have had at least some amount of activities that can be appropriately evaluated;
- (c) The final portfolio of projects reviewed should be balanced and include at least one LDC, LLDC, SIDS and SWVSE in Africa, Asia and the Pacific, and Latin America and the Caribbean.

A list of projects that match these criteria will be provided to the evaluators. It is at the evaluators' discretion as to the actual projects to be assessed in-depth. Alternatively, the evaluators could choose to conduct a country-focused review that assesses UNCTAD's work in a selection of LDCs, LLDCs, SIDS and SWVSEs.

All relevant materials will be provided to the evaluators, including (a) project documents and reports; (b) mission reports; (c) publications, documents and reports produced by the projects; (d) material used for activities; (e) resource-use information; (f) lists of beneficiaries, counterparts and resource persons; and (g) existing evaluation reports and feedback (assessments, letters).

Evaluation criteria

The evaluation should examine the following elements:

- (a) **Relevance:**
 - (i) Whether the project design and choice of beneficiary countries have properly reflected the needs and absorptive capacities of beneficiary countries, taking into account the mandates, and their possible impact;
 - (ii) Whether UNCTAD had played the most relevant role in helping the beneficiary countries in view of its expertise, and assistance received by the countries from other development partners.
- (b) **Effectiveness:**
 - (i) Whether the activities have achieved planned objectives and produced beneficial results;
 - (ii) Whether the scope of the activities have been adequate in view of the existing resources and expertise;
 - (iii) Whether effective coordination of internal resources and expertise was demonstrated to optimize outcomes for beneficiary countries;
 - (iv) Whether the geographical coverage of projects undertaken is adequate, reflecting the needs of countries.
- (c) **Efficiency:**
 - (i) Whether the activities have used the most efficient means in delivering the activities, for example, through the use of local resources when appropriate;
 - (ii) Whether project schedules were met or projects were completed within reasonable time parameters.
- (d) **Sustainability:**
 - (i) Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether beneficiary countries were actively involved in the initiation, design and implementation of the projects;
 - (ii) Whether adequate follow-ups to policy-advocacy work, research outputs and other activities is provided to promote sustainability of their impact.
- (e) **Other issues:**

Whether the projects were designed to contribute to the achievement of the MDGs, in particular the goals of gender equality, sustainable development and poverty eradication? What tangible results are evident in this regard?

4. Deliverables

The evaluation, on the basis of its findings and assessments made on the above criteria, should draw conclusions, make recommendations and identify lessons learned for the future orientation of UNCTAD's work to benefit these groups of countries, and contribute towards the effective meeting of its Accra Accord mandates. The evaluation will also contribute towards discussions in the course of preparations for the Fourth United Nations Conference on LDCs to be held in 2011.

More specifically, the evaluation should:

- (a) Highlight what has been successful and can be replicated elsewhere;
- (b) Indicate shortcomings and constraints in implementing specific technical cooperation projects and programmes, while, at the same time identifying the remaining challenges, gaps and needs at the national level for future courses of action;
- (c) Make pragmatic recommendations, to suggest, how UNCTAD's work on LDCs, LLDCs, SIDS and SWVSEs can be strengthened, with a view to attaining clear results for stakeholders, for example, through, *inter alia*, adjustments to the portfolio of activities and modalities for more effective inter-divisional collaborations.

The evaluation team must ensure that all conclusions, recommendations and lessons learned must logically follow from their findings and assessments made above.

5. Methodology

The evaluation activities are likely to comprise:

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

The evaluation team could organize a few field trips to conduct interviews with beneficiaries and other relevant stakeholders at the country level and, if desirable and feasible, to observe the projects in action. Destinations will be decided by the evaluation team, in consultation with the Evaluation and Planning Unit (EPU), based on the initial study of the available documentary evidence. Organization of trips among the team members will also be decided in consultation with the EPU, taking into account the budgetary provisions for this purpose.

6. Composition of the evaluation team

The evaluation will be conducted by an independent and external evaluation team, composed of a professional evaluator who leads the evaluation, 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 EPU.

7. Description of duties

The consultant will lead this evaluation. The two other 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. The evaluation team must take full responsibility for the contents of its report and ensure its independence and accuracy.

8. Timetable

The total duration of the evaluation is estimated to be equivalent to three months of work.

A draft of the report was to be presented by 28 May 2010 to the Evaluation and Planning Unit for verification before submission of the final report.

The deadline for submission of the final report was 11 June 2010.

The evaluation team is required to present the report to the Working Party at its session dealing with technical cooperation in the autumn of 2010 (currently scheduled for 6–8 September) in Geneva.

9. Monitoring/progress control

The evaluation team must keep the Evaluation and Planning Unit informed of the progress made in the evaluation fortnightly. The evaluation team will also present the draft report to the Evaluation and Planning Unit before the final submission, giving sufficient time for the verification of factual findings as well as its compliance with the terms of reference (approximately three weeks).

10. Expected output

The final output of the evaluation is a report of no more than 8,500 words, composed of three parts: (a) introduction and a brief description of the projects as necessary; (b) assessments according to the criteria listed above; and (c) strategic and operational recommendations drawn from the assessments. In the report, all the assessments made by the evaluation team must be supported by facts, direct or indirect evidence, and/or well-substantiated logic. It follows that all the recommendations made by the evaluation team should be supported by the assessments made. The evaluation team is required to submit a separate list of those interviewed for the record. If necessary, the report may be accompanied by a supplement, detailing the findings of the evaluation, and/or supporting materials.