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**UNCTAD's Technical Cooperation/Capacity Building Programme on  
Trade, Environment and Development (TED)**

**Note by the UNCTAD secretariat**

**Executive summary**

This paper describes recent initiatives and further plans envisaged by the UNCTAD secretariat to enhance the effectiveness of its technical cooperation (TC) and capacity building (CB) on trade, environment and development (TED). It outlines elements of a vision and strategy concerning TED TC/CB, including objectives; characteristics; geographical and substantive focus; the integrated set of activities offered; steps taken to secure sustainability of impacts; communication; cooperation with other providers of TC/CB; and the use of indicators of performance and impact.

The TED TC/CB programme is undergoing a major change in structure, size and strategy. Activities are increasingly carried out in the framework of longer-term projects, which facilitates follow-up and appropriate sequencing of activities to obtain desired results. In 2003–2004 more than three quarters of TED extra-budgetary resources of, excluding the BIOTRADE programme, are allocated according to this principle.

In-depth TC/CB activities are carried out in a relatively limited number of countries and cover a small number of issues. To ensure that the programme reaches a larger number of beneficiaries, these in-depth activities are complemented by other TC activities focusing on awareness raising and information –sharing. The programme also cooperates with the secretariat of the World Trade Organization, the UN Environment Programme, UN regional commissions and other partner institutions.

TED TC/CB activities include exchanges of national experiences, studies, sub-regional seminars, national workshops and training, which, as far as possible, are offered as an integrated package. The TED programme also exploits potential synergies between activities under different projects and

cross-fertilization between projects.

The project *Building Capacity for Improved Policy Making and Negotiation on Key Trade and Environment Issues*, funded by the UK Department for International Development (DFID), accounts for nearly two thirds of the TED TC/CB programme for the 2003–2004 biennium. This project started in mid-2002 with a planning phase that included a comprehensive needs assessment. An implementation phase began in February 2003. Consequently, the impacts of the project are not yet fully visible, which is why the project receives little attention in the report contained in document TD/B/WP.165. However, the project illustrates progress in creating a vision and strategy shared by UNCTAD, beneficiary countries and donors and is presented in this paper as a case study. This project has been designed using logical frameworks and measurable performance indicators. In addition, it pays special attention to focus, sustainability, synergies, regional cooperation and financial viability. TED uses several channels to get feedback, including evaluation forms/questionnaires. In 2003, to date over 130 participants in project and training workshops have returned questionnaires, and the feedback is very positive.

The paper presents a number of other ideas for implementing recommendations contained in TD/B/WP/165, in particular for strengthening communication and follow-up.

## Index

I. INTRODUCTION .....	3
II. VISION AND STRATEGY .....	4
A. Background .....	4
B. Objectives .....	5
C. Characteristics .....	6
D. UNCTAD's special role .....	6
E. Breadth versus depth .....	7
F. Activities .....	11
G. Sustainability .....	12
H. Communication strategy .....	13
I. Cooperation .....	13
J. Indicators of performance and impact .....	14
III. CASE STUDY: DFID II .....	15
A. Background .....	15
B. Implementation strategy .....	16
C. Implementation to date and monitoring .....	19
<u>IV. CONCLUSIONS</u> .....	21
ANNEX: LIST OF WORKSHOPS AND OTHER MEETINGS .....	25
A. TED Workshops and other meetings in 2002–2003 .....	26
B. Cooperation with other institutions .....	29

## I. INTRODUCTION

1. This Conference Room Paper sets out recent initiatives and further plans envisaged by the UNCTAD secretariat to enhance the effectiveness of its technical cooperation (TC) and capacity building (CB) programme on trade, environment and development (TED). It also provides information to aid the Working Party in its in-depth evaluation of the technical cooperation programme on TED. It deals almost exclusively with TED activities other than BIOTRADE, since the latter were the focus of report TD/B/WP/165.<sup>1</sup>

2. The programme is undergoing a major change in terms of structure, size, and strategy. Extra-budgetary funding for the programme's activities, excluding BIOTRADE, has increased from an average of around US\$500,000 per year in the period 1999 to 2002 to almost US\$700,000 in 2003 and US\$850,000 in 2004.<sup>2</sup>

3. The UNCTAD/FIELD<sup>3</sup> project *Building Capacity for Improved Policy Making and Negotiation on Key Trade and Environment Issues*, funded by the UK Department for International Development (DFID), accounts for most of the increase in 2003 and 2004. DFID is contributing over US\$1.1 million,<sup>4</sup> of which US\$400,000 will be used for activities in 2003 and US\$630,000 in 2004. Since this project accounts for nearly two thirds of the TED TC/CB programme for the 2003–2004 biennium, it is presented later in this paper as a case study.

4. There will also be an increase in funding for the UNEP-UNCTAD Capacity Building Task Force on Trade, Environment and Development (CBTF) in the period 2004-2006 as a result of an important contribution by the European Commission to the CBTF trust fund (managed by UNEP) announced at the World Summit on Sustainable Development (WSSD).<sup>5</sup> This second phase of the CBTF was intensively prepared by the UNEP and UNCTAD secretariats. A concept note including strategic considerations is available at <http://www.unep-unctad.org/cbtf/cbtf2/news/conceptnote.doc>.

5. In addition, TC/CB activities regarding TED are an integral part of some larger UNCTAD projects covering a wider range of issues. Examples are the DFID-funded project *Strategies and Preparedness for Trade and Globalization in India* and training activities carried out in the context of TrainForTrade projects, in particular in South-East Asia (Cambodia and the Lao People's Democratic Republic).

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<sup>1</sup> *Evaluation of UNCTAD's Trade, Environment and Development Programme*, prepared by an independent evaluation team (Karstein Haarberg, Patrick Krappie and Bob Fairweather) for the forty-first session of the Working Party in September 2003.

<sup>2</sup> These figures include UNCTAD-led projects under CBTF I, but not the second phase of CBTF.

<sup>3</sup> The Foundation for International Environmental Law and Development (FIELD) is a non-governmental organization based in London.

<sup>4</sup> Contribution to UNCTAD. There is a separate contribution to FIELD.

<sup>5</sup> The European Commission is contributing 1.2 million euros. WTO, *Trade-related Technical Assistance (TRTA) and Capacity Building in the Field of Trade and Environment*, Submission by the European Communities under paragraph 33. WT/CTE/W/231 of 5 September 2003.

6. This growth in the TED programme responds to the UNCTAD X mandate and to enhanced demand from developing countries following the inclusion of some trade and environment issues in the World Trade Organization (WTO) negotiating agenda at the Doha Ministerial Meeting in November 2001, as well as to practical initiatives as a follow-up to recent recommendations by UNCTAD's Commission on Trade in Goods and Services, and Commodities. The second phase of the CBTF responds to recommendations made at the WSSD in 2002.

7. In the light of the TED programme's expansion, various steps have been taken to enhance the efficient delivery of TC/CB activities and other functions of the TED Branch. These are outlined in this paper. In addition, the organizational unit responsible for TED has been elevated to branch status. Two sections have been created within that branch, for Trade and Sustainable Development and for BIOTRADE and Climate Change, and a senior post has been added to head the latter activities. It should be noted that the TED TC/CB activities still represent only a medium-sized programme in the context of UNCTAD and a small one in the context of trade-related TC/CB worldwide.

8. This paper is organized as follows: Section II discusses key elements of the TED branch's vision and strategy for its TC/CB programme. Section III describes experiences acquired in the preparation of the programme's major project and in the first six months of implementation, which have had a positive impact on the programme's overall performance and strategy. Section IV presents conclusions and discusses possible steps to further enhance the performance and impact of the programme, based on recent experiences and recommendations contained in documents TD/B/WP155<sup>6</sup> and TD/B/WP/165.

## II. VISION AND STRATEGY

9. This section describes the vision and strategy of the TED TC/CB, in particular with regard to its objectives and characteristics and UNCTAD's special role in this field. It outlines how the programme addresses the need for geographical and substantive focus as well as the need to offer an integrated set of activities. It also describes steps taken to ensure the sustainability of impacts, the programme's communication strategy, cooperation with other providers of TC/CB, and the use of performance and impact indicators.

### A. Background

10. The linkages between trade, environment and development are very complex. Trade and environment is a relatively new item on the international agenda and covers a very broad range of issues. Only in Doha in 2001 did any trade and environment topics become the subject of WTO negotiations, as compared to over 20 years of negotiations on issues such as

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<sup>6</sup> *Evaluation of Capacity Building in UNCTAD's Technical Cooperation Activities* (TD/B/WP/155), prepared by an independent evaluation team (Jean-Emile Denis, Homai Saha and Douglas Griffiths) for the thirty-ninth session of the Working Party in September 2002.

market access. Thus, the full implications of and appropriate responses to these linkages are still being worked out, both nationally and internationally.

11. Any discussion of TC relating to trade and environment must be understood against this background. The needs of beneficiary countries are different, and so are the appropriate responses. Beneficiary countries have as much to learn from each other as from international "experts". A facilitated exchange of experiences can suggest to beneficiaries new ways to address these issues in their own countries, identify best practices, and create space for concerted action at the regional or international level in response to common problems.

12. TED issues involve a wide range of stakeholders, most of whom are not in regular communication with each other. Thus, trade and development policies are often made without giving thought to environmental implications and vice versa, which sometimes leads to unintended results. TC work must therefore help build bridges between trade, environment and other ministries, as well as between Governments and civil society organizations.

### **B. Objectives**

13. The overarching long-term objective of the TED TC/CB programme is to enhance the capacities of developing countries to analyse issues at the interface of trade and environment and address them at the national, regional and international levels in a manner consistent with their development priorities. This strengthens UNCTAD's overall objective to assist developing countries in addressing issues arising in, and deriving sustainable benefits from, their integration into the global economy.

14. To achieve this overarching objective, the more immediate objectives of the TED TC/CB programme are:

a. To assist interested developing countries in:

- Improving policy co-ordination at the national level between ministries of trade and environment and between Governments and other relevant stakeholders.
- Designing national policies to address specific trade and environment issues.
- Participating effectively in negotiations and discussions on trade and environment in the WTO (notably in the Doha Work Programme) and other international forums.
- Addressing the relationship between environmental/health requirements in international markets, export competitiveness and market access, including taking advantage of new trading opportunities.

b. To promote practical mechanisms for addressing specific problems identified in UNCTAD's TC/CB or intergovernmental work.<sup>7</sup>

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<sup>7</sup> Two of these are currently underway. Please see section II.F below.

### **C. Characteristics**

15. The TED TC/CB programme builds on UNCTAD's mandate and expertise. This expertise is further developed through policy research, discussions at expert meetings, and feedback from field research carried out in previous TC/CB activities. The TED programme has been particularly active in UNCTAD's overall efforts to maximize synergies between TC/CB, analytical and intergovernmental work, as is demonstrated by recent expert meetings.<sup>8</sup>

16. The programme's activities are designed to meet the following conditions as fully as possible:

- They are demand driven, particularly regarding selection of issues and desired outcomes.
- They are implemented in a manner that promotes ownership of TC/CB results by the beneficiaries.
- They channel a high proportion of funds to in-country and in-region activities.
- They employ national consultants to strengthen local research capacity.
- They give special attention to the sustainability of projects and impacts.
- They are designed in close consultation with beneficiaries and donors.
- They are characterized by cooperation with international and regional agencies providing trade- and environment-related technical cooperation.
- They involve partnerships with civil society, including in the delivery of TC.
- They involve linkages with other initiatives at the national, regional and international levels.

### **D. UNCTAD's special role**

17. There are a number of organizations working on trade and environment issues. As much as possible, the UNCTAD secretariat tries to build synergies with other efforts. Concerning the delivery of TC/CB in trade and environment, UNCTAD's programme differentiates itself in a number of ways:

- It addresses trade and environment issues from a development perspective.
- TC/CB activities benefit from the aforementioned strong synergies between the three pillars of UNCTAD's work: intergovernmental, policy analysis, and TC/CB.
- Projects aim to strengthen links between national policy and the international debate as well as between policy makers in the capital and trade negotiators in Geneva.

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<sup>8</sup> Expert meetings on Systems for the Protection of Traditional Knowledge (2000), Food and Agricultural Products, including Niche Products, such as Environmentally Preferable Products (2001), Environmentally Requirements and Trade (2002) and Environmental Goods and Services (2003).

### **E. Breadth versus depth**

18. One of the most important strategic issues the TED programme has to address is the trade-off that inevitably must be made between breadth and depth. On the one hand, the Bangkok Plan of Action outlines a large range of trade and environment issues that UNCTAD should address. The potential beneficiaries of the programme comprise Governments and civil society in nearly 200 countries. Demand for TC/CB activities is high.

19. On the other hand, the TED programme has limited resources, both financial and human (in terms of work time of regular professional staff members that can be devoted to TC/CB activities). Consequently, difficult decisions must be taken about which stakeholders in which countries should be assisted in connection with which topics, and in what manner. TED programme's response to this problem is three-pronged.

20. First, in-depth TC/CB work on specific issues can be carried out in only a limited number of countries. For these countries, project activities can and should span the three stages of capacity building: awareness raising, building ownership, and implementation.<sup>9</sup> At the national level, the main partners are Governments, especially ministries of trade and environment. However, emphasis is also placed on involving and creating a sense of ownership among relevant civil society organizations (NGOs, academics, private-sector organizations, etc.). Currently, more in-depth work on specific issues is being carried out in a relatively small number of developing countries. In addition to BIOTRADE country programmes, such work covers 13 developing countries in Central America, the Caribbean and South-East Asia participating in the project *Capacity for Improved Policy Making and Negotiation on Key Trade and Environment Issues* (DFID II). In-depth work is also carried out in India.<sup>10</sup> In 2004, TED hopes to add three to five African countries to this list.

21. In addition, training activities are being implemented in several least developed countries (LDCs) in West Africa (Benin, Burkina Faso and Mali) and South-East Asia (Cambodia and the Lao People's Democratic Republic) as a first phase (focusing on awareness raising) within broader multi-year programmes (allowing for follow-up actions).

22. Second, UNCTAD aims to enhance the capacities of policy makers in particular in a much wider group of developing countries through regional and international workshops and cooperation with other organizations. For example, the UNCTAD secretariat collaborates with the WTO secretariat in the delivery of the WTO regional seminars on trade and environment. In cooperation with UNEP, it organizes carefully selected back-to-back CBTF events that take full advantage of the specific expertise of each organization, which results in a coordinated, comprehensive TC activity.<sup>11</sup> In 2002 and early 2003, the secretariat contributed resource persons to all nine WTO regional seminars and held CBTF workshops

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<sup>9</sup> As categorized in TD/WP/165.

<sup>10</sup> Under the project *Strategies and preparedness for trade and globalization in India*.

<sup>11</sup> WTO, *2003 Plan of Technical Assistance Activities of the WTO* (WT/COMTD/W/104/Add.1, 4 October 2002).

back to back with three of them. The Annex lists similar events planned during 2003.<sup>12</sup> This is a very cost-effective way to reach representatives of the ministries of trade and environment in 10–20 countries at a time. Such activities are also used to disseminate the results of UNCTAD and CBTF activities, as well as to make preliminary assessments of the priorities and capacity-building needs of participating countries. Depending on the availability of funds, needs thus identified can then be followed up with further regional or national activities on specific topics.

23. Third, the TED programme tries to reach a wider audience by disseminating information generated for and from TC/CB activities, particularly via the Internet. In particular, every effort is made to publish on the main UNCTAD ([www.unctad.org](http://www.unctad.org)) and TED ([www.unctad.org/trade\\_env](http://www.unctad.org/trade_env)) sites all papers and country case studies prepared by activity participants, papers by UNCTAD staff members, and outcomes of activities. The soon-to-appear new annual *Trade and Environment Review* will contain a chapter with short briefing notes on these activities that refers readers to the relevant parts of the TED site.

### *Country selection*

24. TED tries to select countries that have expressed strong interest in trade and environment issues and are committed to addressing them. In DFID-II, for example, the following criteria have been used:

- Demonstrated interest in trade and environment issues
- Government commitment to supporting project implementation throughout the life of the project
- Real benefit expected to be derived from participation in the project
- Priority for low-income countries, in particular LDCs<sup>13</sup>
- WTO membership (or acceding status)
- Practical considerations in regional country groupings, such as proximity and language
- A certain degree of continuity across projects and beneficiaries<sup>14</sup>

25. In addition, geographical balance plays an important role. TED is committed to meeting capacity-building needs in some countries in the three main developing-country regions of the world. In the period January 2002 to August 2003, capital-based representatives from 43 developing countries (including 14 LDCs) participated in at least one UNCTAD or CBTF workshop.<sup>15</sup> Of these countries, 13 were in Africa, nine in Asia and 21 in

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<sup>12</sup> WTO, *Report to the 5<sup>th</sup> Session of the WTO Ministerial Conference in Cancún, Paragraphs 32 and 33 of the Doha Ministerial Declaration*. WT/CTE/8.

<sup>13</sup> However, sub-regional components include countries at various relative levels of development and preparedness to promote a learning process among participating countries.

<sup>14</sup> For example, the following countries involved in the DFID I project also participate in DFID II: Bangladesh, Cuba, Costa Rica and the Philippines.

<sup>15</sup> This excludes CBTF workshops that are back-to-back with WTO regional seminars.

Latin America and the Caribbean. Sixteen countries (three in Africa, six in Asia and seven in Latin America and the Caribbean) participated in at least four workshops.

#### **Africa**

- 13 countries: Angola, Benin (2),<sup>16</sup> Burkina Faso (2), Ethiopia (3), Kenya (5), Mali, Mozambique (4), Senegal, South Africa, Tunisia, United Republic of Tanzania (3), Uganda (4) and Zambia (total: 29)

#### **Asia**

- 9 countries: Bangladesh (4), Cambodia (5), China (5), India (5), Nepal, the Philippines (5), Sri Lanka (2), Thailand (4) and Viet Nam (3) (total: 34)

#### **Latin America and the Caribbean**

- 21 countries: Argentina, the Bahamas, Belize, Bolivia, Brazil (2), Chile (2), Colombia (2), Costa Rica (6), Cuba (5), the Dominican Republic (4), El Salvador (2), Guatemala (4), Haiti (2), Honduras (4), Mexico (2), Nicaragua (4), Panama (4), Peru (2), Saint Lucia, Trinidad and Tobago, and Venezuela (2) (total: 53)

26. In Asia and Latin America, these activities increasingly occur in the context of long-term projects. Owing to circumstances beyond TED control and despite considerable effort by the secretariat, Africa is somewhat underrepresented at the moment. The secretariat wishes to rectify this. The priority for CBTF activities and for future fundraising will be Africa. Future CBTF activities will also include some countries with economies in transition.

#### ***Theme selection***

27. At UNCTAD X in February 2000, member States asked the secretariat (in the Bangkok Plan of Action, paragraphs 154 and 155) to work on a very broad range of trade and environment issues.<sup>17</sup> The Doha Ministerial Declaration also focuses on specific trade and environment issues (paragraphs 31, 32 and 33).<sup>18</sup> Since UNCTAD X these issues have been addressed, to varying extents, through policy analysis, intergovernmental work and/or TC/CB. This work has been reflected in several UNCTAD reports for member States.

28. For 2003/2004, in-depth TC/CB activities of TED focus on the following:

- Environmental requirements, export competitiveness and market access (including trading opportunities for environmentally preferable products, in particular organic agriculture)
- Liberalization of trade in environmental goods and services

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<sup>16</sup> This figure refers to the number of activities in which representatives from this country participated.

<sup>17</sup> The Midterm Review, *Stocktaking in respect of the implementation of the commitments and work programme agreed to in the Bangkok Plan of Action*, notes that "The Bangkok Plan of Action broadened UNCTAD's work on environmental issues. The work accomplished in this area was well appreciated by member States and valuable in the light of the forthcoming World Summit on Sustainable Development". TD/B/S-XIX/3 of 9 April 2002, paragraph 12 (<http://www.unctad.org/en/docs/tbs19d3.en.pdf>).

- Protection and sustainable use of biodiversity and traditional knowledge (including the BIOTRADE Initiative)

29. With regard to other issues, particularly the WTO negotiations, the TED programme responds to the needs of developing countries by organizing briefings for Geneva-based negotiators (at no cost) as well as policy dialogues to inform capital-based developing country officials about developments in the WTO negotiations and discussions and facilitate exchanges of national experiences. These policy dialogues are organized in cooperation with the WTO and UNEP secretariats and supported by background papers. An example is a recent brainstorming workshop in Bangkok.

### *Participant selection*

30. In performing needs assessments, efforts are generally made to broadly identify the target populations of particular activities. For each activity, every effort is made to identify individuals and institutions whose work is directly related to the topic being addressed, and who are interested in the topic and committed to addressing it. After the UNCTAD secretariat has held consultations with beneficiary countries regarding the target institutions and other stakeholders, national Governments play an important role in identifying appropriate participants from their countries.

31. In any given workshop, part (often roughly half) of the participants can be considered "core participants" – that is the beneficiaries who are expected to make active use of the gleaned information in their work. Generally, these include government officials working specifically on trade and environment issues, representatives of the private sector, and participants from key civil society organizations. Other participants are invited either because they have particular specific knowledge or expertise that would be useful for other participants or because they are interested in and would benefit from learning more about the topic. For these individuals, the main intended impact is awareness raising and stimulating involvement in multi-stakeholder dialogues on the issue.

32. There is a difference between regional and national meetings. In regional meetings (where travel is involved) almost all participants are "core",<sup>19</sup> in national meetings there is greater participation by people who may be interested only in awareness raising. In regional meetings, UNCTAD has a large say in the selection of participants, especially travel costs are covered by the project. For national meetings, after consultations on objectives to be achieved, the Government of the beneficiary country has the lead role in selecting participants. Government agencies often wish to invite a larger number of participants than is strictly needed for follow-up. These issues have to be borne in mind when analysing the results of evaluation surveys conducted among participants of these meetings.

33. Most follow-up activities directly target key institutions, in-country focal points (nominated by the Government) and a number of other core participants in the workshops.

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<sup>18</sup> Paragraph 19 is also relevant for TED's TC/CB work.

## F. Activities

34. The TED TC/CB programme carries out a number of activities to achieve its objectives. These include exchanges of national experiences; country case studies and thematic studies on particular issues; sub-regional seminars; national workshops; and training. Together, these form an integrated package. Appropriate sequencing of activities is an important element of TED's strategy for achieving the desired impact. The TED programme also exploits potential synergies between activities under different projects (with different donors). For example, there is cross-fertilization between activities on market access under DFID II and UNCTAD task forces (see paragraphs 38 and 39).

35. To support these activities, a number of inputs are prepared, such as briefing notes, training modules and guidelines. These may be prepared by local or international consultants or by UNCTAD staff members. Country case studies are prepared by national consultants, local research institutes or non-governmental organizations (NGOs).<sup>20</sup> In some cases, studies have been prepared by government institutions drawing on their own resources.

36. There are a number of different categories of meetings, all of which are supported by documentation (see the annex). The objectives of these range from brainstorming, needs assessment and work planning to awareness raising, information sharing, training, policy coordination, and consensus building.

37. National training seminars and workshops comprise a training component based on the TrainForTrade concept and discussions based on national experiences, which are usually supplemented by one or two country- or sector-specific case studies.<sup>21</sup> The incorporation of training workshops into TC/CB projects contributes to an increased sense of national ownership and sustainability, particularly in countries that have less experience in addressing specific issues. In the case of the DFID II project, for example, training workshops aim to broaden the number of informed stakeholders participating in project implementation and to improve national policy coordination between trade/industry and environment officials.

38. In addition, to address complex problems for which no solution is immediately apparent, the secretariat may propose the establishment of a Task Force of Experts to pool all available expertise in the field and examine the issues in more depth. These task forces are not intergovernmental activities and are not primarily aimed at capacity building. They are financed from extra-budgetary funds. The next paragraph describes the two such task forces that are currently operational or soon to become so.

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<sup>19</sup> With the exception of some of those from the host country.

<sup>20</sup> In the context of the DFID II project, 22 sector-specific country case studies are currently being prepared by consultants in 13 beneficiary countries.

<sup>21</sup> The training materials for each module include a background document and a PowerPoint presentation. These materials (available online for authorized users in beneficiary countries) are adjusted to the particular conditions and needs of the beneficiary country or region. Training materials are updated periodically to take account of changing realities in the dynamic interface between trade and environment.

39. The International Task Force on Harmonization and Equivalence in Organic Agriculture was jointly launched in February 2003 by UNCTAD, the Food and Agriculture Organization of the United Nations (FAO) and the International Federation of Organic Agriculture Movements (IFOAM) in response to recommendations by the Commission on Trade in Goods and Services, and Commodities and an Expert Meeting.<sup>22</sup> At the task force's second meeting (in Geneva in October), experts will review a number of background studies. The Consultative Task Force on Environmental Requirements and Market Entry will begin exploratory work in early 2004.

40. Finally, through its website, TED makes information from the above activities available to all those who are interested, thus contributing to awareness raising. (For more information, please see the discussion on communication strategy in section H).

41. In addition to its own TED programme and CBTF, the UNCTAD secretariat participates in certain TC/CB activities of other institutions, member States and civil society. In accordance with UNCTAD's role as UN focal point on trade matters, the TED programme supports the TC/CB efforts of the UN regional commissions, including the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Asia and the Pacific (ESCAP).<sup>23</sup> In addition, the TED staff is frequently asked to share its experiences and give presentations at workshops organized by member States, or to act as an adviser to civil society initiatives such as the Sustainable Trade and Innovation Centre.

## G. Sustainability

42. The TED programme has taken steps to ensure the sustainability of its activities and their impacts. Section III of this paper provides a detailed description of how sustainability criteria are being used in the context of the DFID II project. In general, the programme has sought to promote sustainability by (a) ensuring some continuity by working with a core group of beneficiary countries for more in-depth activities as well as undertaking successive projects with the same donors (the International Development Research Centre, the Government of Netherlands, the UK DFID); (b) incorporating activities into larger multi-year projects (India, the Philippines); (c) promoting in-country follow-up and cooperation between beneficiary countries; (d) providing training; and (e) strengthening cooperation with local and regional institutions and other organizations.

43. The TED programme has handed over several projects upon completion. In the case of training, this is an explicit objective. For example, training activities in West Africa are being followed up by partner institutions.<sup>24</sup> Similarly, follow-up to training activities in India will be carried out by local training institutions. The work of the UNCTAD project *Multi-*

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<sup>22</sup> Expert Meeting on Ways to Enhance the Production and Export Capacities of Developing Countries of Agriculture and Food Products, Including Niche Products, such as Environmentally Preferable Products, Geneva, 4-8 February 2002.

<sup>23</sup> This includes cooperation with ESCAP in the context of its training programme under the UN Development Account, starting in 2004.

<sup>24</sup> Please see the annex, section A.5.

*Stakeholder Forum Advising the Philippine Government on a Coherent National Strategy on Environmentally Sound and Economically Viable Management of Lead, Including Lead Recovery* has been incorporated into UNDP country project PHI/02/005 on Environmental Management for Industry Competitiveness.

## **H. Communication strategy**

44. An important element of the programme's communication strategy has been its website ([http://www.unctad.org/trade\\_env/index.htm](http://www.unctad.org/trade_env/index.htm)). In addition, information on completed and forthcoming events is available via UNCTAD's homepage, whose Calendar section lists intergovernmental meetings and programme events. The secretariat makes every effort to ensure that information on all activities is available on the site. This includes various draft publications and all documentation for meetings, including background papers, briefing notes, country case studies, and summary reports of meetings. TED uses the site as an integral working tool in preparing and disseminating the results of meetings. For example, papers, presentations and logistical information are, to the extent possible, made available on the site well before the meeting. Papers and presentations are normally made available in the format in which they are received and can be accessed, using a standard menu, by clicking on the link for the meeting concerned. Fully edited documents are available via the Publications link.

45. Other elements of the TED communication strategy currently include the following:

- For Geneva-based delegates, TED and CBTF organize briefings several times a year to inform delegates about activities and to seek feedback.
- The new annual UNCTAD publication, the *Trade and Environment Review*, will contain a section giving an overview of major TED activities for the year.
- TED works with UNCTAD's press office to issue press releases, notes to correspondents and e-briefs on newsworthy activities. TED staff members and meeting participants occasionally give interviews to the press.
- A TED mailing list database is under development. Individuals can indicate their interest in receiving information on TED activities concerning specific trade and environment issues.
- TED is considering publishing a regular newsletter. A newsletter in Spanish was recently issued concerning TED TC/CB activities in Latin America.

## **I. Cooperation**

46. TED cooperates and collaborates with a number of other organizations working in the trade and environment fields. There are three tiers of cooperation and collaboration.

47. First, there are organizations with which TED has established systematic and institutionalized cooperation. The main partners here are UNEP, WTO, the International Trade Centre (ITC), FAO, some UN regional commissions, IFOAM and the Foundation for International Environmental Law and Development (FIELD). Cooperation with the UN

Industrial Development Organization (UNIDO) is also being strengthened. Of these partnerships, cooperation with UNEP and WTO is the most intense. Most TED TC/CB activities are closely coordinated with these two organizations, and often they are jointly implemented.

48. Second, there are organizations with which TED has regular contact, so that the two sides have consistent participation and involvement in each other's activities as well as occasional joint activities. These organizations include the secretariats of a number of multilateral environmental agreements (e.g. the Basel Convention, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and the Convention on Biological Diversity), certain intergovernmental organizations (e.g. UNDP, the World Bank, the World Intellectual Property Organization and the Organisation for Economic Co-operation and Development) and a range of international civil society organizations (e.g. the Sustainable Trade and Innovation Center, Third World Network, ActionAid, Quakers United Nations Office and Harvard University) as well as national ones (the Bangladesh Centre for Advanced Studies, the Centre for Policy Dialogue in Bangladesh, the Thailand Environment Institute, the International Institute for Trade and Development in Bangkok, Philippine Business for the Environment, and the China Research Center for TBT and SPS).

49. Third, there are organizations working on these issues with which contact is occasional and is primarily based on information exchange and participation in each other's activities (e.g. ESCAP, the ASEAN Secretariat, the Asian Development Bank, International Centre for Trade and Sustainable Development (ICTSD), the International Institute for Environment and Development (IIED), the International Institute for Sustainable Development, the Indigenous Peoples Biodiversity Network, and various national NGOs and research institutes).

## **J. Indicators of performance and impact**

50. TED has been using certain indicators of performance and impact, which may differ somewhat in accordance with the objectives and characteristics of specific activities, the duration and size of individual projects, and donor requirements. In the case of larger projects, such as DFID II and CBTF II, project documents include logical frameworks, describing objectives and key outputs and, for each of them, a narrative summary, objectively verifiable indicators (OVIs), means of verification and assumptions.

### ***Immediate and long-term impacts***

51. The TED TC/CB programme is expected to have both long-term and more immediate impacts. The daily management of the programme includes monitoring progress in meeting the programme's immediate objectives, as well as the objectives of specific activities.

52. OVIs specified in larger projects provide benchmarks that can be used for assessing the long-term and immediate impacts of the programme's CB activities. In the case of DFID

II, the logical framework includes OVIs such as (a) enhanced analytical, institutional, legal and managerial capacity to address key issues; (b) better national policy coordination; (c) more frequent and in-depth stakeholder involvement and consultation at the national level; (d) enhanced understanding of a specific trade and environment problem and ways to address it; (e) practical and meaningful policy initiatives in priority areas; (f) regional coordination; and (g) more active participation in post-Doha discussions and negotiations in the WTO. By and large, these are the kinds of measurable indicators the TED programme could use to assess progress in meeting its objectives, whether or not they have been specified in individual projects.

### ***Obtaining feedback***

53. TED uses several channels to get feedback on its TC/CB programme. UNCTAD's intergovernmental meetings provide a valuable opportunity for two-way communication on this subject between the secretariat and member States.<sup>25</sup> Contacts with Government-nominated project focal points in beneficiary countries and Geneva-based delegates generate feedback on TC/CB needs and the level of satisfaction with implementation. Regular e-mail contact is maintained with individual persons within institutions that play a key role in following up on activities and ensuring effective implementation of project activities.

54. Evaluation forms/questionnaires distributed at workshops are an important means of monitoring project implementation. These questionnaires are used not only to evaluate the workshop itself but also to get feedback to be used in planning follow-up activities and monitoring progress in project implementation. The programme is making much more systematic use of questionnaires than in the past. In 2003, to date, over 130 participants in project and training workshops have returned questionnaires. Examples of questionnaire results are shown in the next section.

## **III. CASE STUDY: DFID II**

### **A. Background**

55. Under the project *Building Capacity for Improved Policy Making and Negotiation on Key Trade and Environment Issues* (DFID II), UNCTAD, in cooperation with FIELD, is assisting selected developing countries in Asia and Latin America in building national and regional capacities to deal with TED issues. The project assists beneficiary countries in (a) participating effectively in the WTO negotiations and discussions on trade and environment; and (b) developing long-term policies aimed at promoting sustainable development through trade. The project explicitly aims to develop and implement practical and meaningful policy initiatives in at least one specific trade and environment area in each region.

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<sup>25</sup> Information on TED's activities is included in periodic UNCTAD reports, including the annual report prepared for this session of the Working Party TD/B/50/2/Add.1 and TD/B/WP/163/Add.1 as well as the secretariat background notes for Expert Meetings and the Commission on Trade in Goods and Services.

56. The project has been designed using a logical framework approach. Examples of the OVIs of the project are listed above in section II.J.

57. This project is a follow-up to the UNCTAD/FIELD project on *Strengthening Research and Policy-Making Capacity on Trade and Environment in Developing Countries* (Project INT/98/A61)<sup>26</sup> implemented between mid-1999 and mid-2001. The lessons learned and feedback from beneficiaries in the first project played an important role in the design of the current one.

58. The current project started with a planning phase, from June to December 2002, in which a comprehensive needs assessment and extensive consultations on priority issues and sub-regional approaches for project implementation were carried out. The major objectives of the planning phase were to (a) clearly focus the project activities on a very limited number of issues so as to ensure that the project had a real impact; (b) verify the commitment of Governments in beneficiary countries to supporting project activities; and (c) identify partners in each region. During the planning phase, the project organized an inter-regional workshop (with regional breakout groups) that brought together, in Geneva, representatives from beneficiary countries (both Geneva- and capital-based), DFID, UNCTAD and FIELD, as well as UNEP and WTO. This workshop was followed by three regional meetings to help beneficiary countries design regional work programmes, aided by concept papers prepared by experts from each region.

59. It was initially decided that UNCTAD would take a lead in implementing activities for the Central American/Caribbean and Asian clusters of the project, whereas FIELD would take a lead in carrying out project activities in a group of East African countries. After evaluating the results of the planning phase in the three groups of beneficiary countries, the donor decided to support project implementation in Central America and Asia and terminate activities for East Africa.

## **B. Implementation strategy**

60. The work programmes for (a) Central America and the Caribbean and (b) South and South-East Asian countries were further revised in early 2003, with special attention to factors such as *focus* (the scope of activities), *sustainability* (including beyond the project's duration), *synergies* with other programmes, *regional cooperation* and *financial viability*. In early 2003, DFID approved the implementation phase of these two regional components.

61. In the planning and early implementation phases of this project, progress has been made in developing a vision and strategy shared by beneficiary countries, UNCTAD and the donor. For example, key elements of this strategy, such as *focus* and *sustainability*, have been addressed as indicated below:

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<sup>26</sup> It brought together trade and environment policy makers from 10 developing countries: Bangladesh, Brazil, Costa Rica, Cuba, India, the Philippines, South Africa, Tunisia, Uganda and the United Republic of Tanzania.

62. *Scope.* The demand-driven approach of the project initially resulted in the selection by beneficiary countries of a broader range of issues than was desirable to ensure meaningful results. The need to focus the project on one or two issues obliged beneficiary countries and UNCTAD to take difficult decisions. As a result, the following priority issues have been identified for in-depth activities:

- For Central America and Spanish-speaking Caribbean countries (Costa Rica, Cuba, the Dominican Republic, El Salvador,<sup>27</sup> Guatemala, Honduras, Nicaragua and Panama):
  - Trade liberalization in environmental goods and services (EGS)
  - Environmental requirements in key export markets and market access for agricultural products, including the promotion of trading opportunities for organic products
- For South and South-East Asia (Bangladesh, Cambodia, China, the Philippines, Thailand and Viet Nam):
  - Environmental requirements, market access and export competitiveness in three sectors: leather and footwear, horticulture, and electronics

63. *Sustainability.* The consolidated work programme for the two beneficiary regions approved in early 2003 addresses the sustainability issues as follows:

“Sustainability of project activities and initiatives will be ensured through a number of means. First, the project will develop synergies with the activities of a number of international, regional and national organizations whose work in this area will continue beyond the life of the project. In Central America, for example, CCAD<sup>28</sup> is well placed to carry forward project initiatives in the region. In Asia, a number of national institutes can further implement national and regional initiatives. Second, national workshops will engage a wider range of national stakeholders and lead to enhanced networking between government, private sector and civil society in each country. Moreover, several countries plan to link project activities with existing or planned national initiatives. A few countries have indicated willingness to provide counterpart funding for research and policy dialogue activities, which could continue beyond the project's lifetime. Third, the project will fully involve the private sector and lead to the development of tangible public-private partnerships, which will help carry the project initiatives forward in the future. Fourth, most of the research and analytical work will be carried out by regional experts, thus strengthening substantive capacities in the region. Fifth, there is a strong training component in both regional components of the project that will strengthen individual and institutional capacities on these issues.”<sup>29</sup>

64. In addition, the work programmes contain detailed information on the kinds of initiatives that the programme aims to promote in each region, through which means, and how activities will be sequenced to work gradually towards the design and implementation of such initiatives.

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<sup>27</sup> El Salvador has only recently confirmed its participation in the project's activities in the area of market access.

<sup>28</sup> Central American Commission for Environment and Development.

<sup>29</sup> Consolidated work programme submitted to DFID in January 2003.

### *Environmental goods and services*

65. The project assists beneficiary countries in Central America and the Caribbean in enhancing understanding of the sustainable development implications of EGS liberalization with a view to strengthening their national policy-making capacities and their informed participation in WTO negotiations in the area of EGS. Project implementation has started with the adoption of guidelines for national studies,<sup>30</sup> the preparation of draft studies in a number of countries and a regional policy dialogue. These are being followed by national workshops bringing together officials from trade, environment and other ministries, suppliers of environmental services, and other stakeholders for a structured and comprehensive discussion. Country studies are further elaborated – for example, by including other EGS sub-sectors. These activities assist beneficiary countries in clarifying concepts and (a) filling information/research gaps; (b) strengthening policy coordination; and (c) exploring issues of regional interest. This will progressively build national and regional capacities to implement national policies needed to strengthen EGS sectors and derive benefits from liberalization.

### *Market access*

66. The project assists beneficiary countries in (a) strengthening their capacities to respond to environmental requirements in international and domestic markets and adopt proactive adjustment policies and (b) participating effectively in WTO discussions on the subject. The project organizes national and regional policy dialogues aided by concept papers, sector-specific case studies and policy briefs. It is envisaged that countries will explore initiatives such as regional cooperation in information management and exchange and promoting regional cooperation in the area of conformity assessment. The Asian component focuses on leather and footwear, horticulture and electronics. The Central American and Caribbean component focuses on market access for selected agricultural products, including the promotion of trading opportunities for organic products.

67. All sector-specific country case studies are prepared on the basis of generic outlines prepared by the UNCTAD secretariat in close consultation with country focal points. The studies should examine (a) information gathering and dissemination regarding environmental requirements in export markets; (b) best practice in standard setting and implementation at the national level; (c) current adjustment measures and proposals for proactive policies to respond effectively to new environmental requirements; and (d) opportunities for sub-regional cooperation, in particular on information clearing house and early warning systems.

68. The project considers that efforts to address a lack of capacity will not be sustainable unless they (a) actively involve the private sector; (b) build constructive public-private partnerships; and (c) are based on sound national policies that encourage proactive and timely

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<sup>30</sup> National studies focus on (a) the structure and characteristics of the environmental services sector in the country; (b) relevant national legislation; (c) a preliminary assessments of present and potential markets; and (d) possible approaches, from a national perspective, to WTO negotiations on EGS.

adjustment to environmental requirements in export markets. Therefore, the project seeks to link its activities with those of national, regional and international private-sector associations to improve communication and cooperation on these matters. Some countries have expressed interest in linking project activities to existing or planned national initiatives on enhanced export competitiveness and providing supplementary resources in this context. This concerns China and Thailand for the case of electronics exports and China for horticulture.

69. The project offers an integrated set of activities that are carefully sequenced to achieve tangible results. In Asia, initially there will be a series of country case studies on the three target sectors, prepared on the basis of a generic outline. The draft studies will be discussed at three sector-specific sub-regional workshops. The studies will then be revised in the light of the recommendations of the workshops. This phase is followed by a series of national policy dialogues in all six beneficiary countries, which are expected to focus on one or two sectors. The national policy dialogues will involve all key stakeholders, and their purpose will be to discuss the recommendations of the sub-regional workshops and propose specific policy initiatives at the national level enabling the country to become more proactive regarding environmental/health requirements. Private-sector representatives will play a key role in both the sub-regional and national events. The sub-regional and national workshops are supplemented by national training workshops in the two beneficiary LDCs (Bangladesh and Cambodia) and Viet Nam to raise the level of awareness concerning the issues and create a critical mass of stakeholders in the three countries.

### **C. Implementation to date and monitoring**

70. This section outlines progress to date in the implementation of the project in the two regions as well as feedback received from beneficiaries.

#### ***Central America and the Caribbean***

71. In the Central American and Caribbean region, Governments have shown a strong commitment to and growing interest in supporting project implementation. For example, the Governments of the Dominican Republic, Honduras and Nicaragua have prepared national studies on environmental services, drawing on their own resources or providing counterpart funding. These studies are now being expanded and completed by local researchers funded by the project, who are working closely with the Governments of the countries concerned. With the help of the Government of Panama, a consultant has prepared a national study. Other studies are underway in Cuba and Guatemala. The secretariats of UNCTAD and ECLAC jointly organized a regional workshop (in Havana in March 2003) and plan to issue a joint publication to be launched at UNCTAD XI. National workshops were held in cooperation with the Governments of Nicaragua and Panama in June 2003. A national workshop for the Dominican Republic is scheduled to take place in November 2003. The meetings in Cuba and Nicaragua also allowed interaction between capital-based policy makers and some Geneva-based trade negotiators.

72. Feedback on the three workshops in the Central American and Caribbean region has been very positive. Out of a total of 73 participants in the three meetings held so far who returned questionnaires, 64 (88%) saw a very clear link to their work. Only 3 per cent found the link with their work weak. Similarly, 89 per cent of the participants considered the overall usefulness and quality of the workshop attended “excellent” or “very good”. The remaining participants found the workshop “good”. In the workshops and/or in response to the invitation to provide additional comments through the questionnaire, many participants highlighted the need for follow-up, including the creation of national working groups as well as national and regional networks of government ministries and other stakeholders. This would significantly enhance the sustainability of the project’s impact. The need to develop a methodology for national studies as a guide for further work has also been highlighted.

### *Asia*

73. In Asia, initial activity implementation was delayed somewhat due to the Severe Acute Respiratory Syndrome (SARS) epidemic in early 2003. A regional brainstorming workshop on trade and environment issues in the Doha work programme was held in Bangkok from 30 July to 1 August 2003. This workshop involved Geneva-based WTO negotiators of some of the beneficiary countries. A national training workshop on market access/penetration in leather and footwear was held in Dhaka in August 2003. Nine sector-specific country case studies have already been commissioned from local researchers. In late 2003, regional sector-specific workshops will be held for leather and footwear (Bangkok, November) and electronics (Manila, December).

74. Evaluation questionnaires were returned by 48 out of 82 participants in the first two activities. More than 90 per cent of respondents said that the activities had met the needs of their institutions, with 65 per cent of respondents claiming that the events had fully met the needs of their organizations. More than 95 per cent of respondents believed that the events had enabled them to deepen their knowledge and understanding of the issues debated. A detailed analysis of the evaluation of each event is accessible via the TED website.

### *Synergies and regional cooperation*

75. With regard to *synergies* and *regional cooperation*, there has been good cooperation with ECLAC, ESCAP and the UNEP Regional Office for Asia and the Pacific. There is also good cooperation within the group of experts working with the project and between Geneva- and capital-based officials. Authorities of beneficiary countries have invited representatives from some other countries to their national workshops. For example, an expert from the Central Leather Research Institute in India was a key resource person at the national training workshop in Bangladesh.

#### IV. CONCLUSIONS

76. The TED TC/CB programme is growing quickly. Activities to be carried out in 2004 correspond to a level of funding that is around 60 per cent higher than in 2002.<sup>31</sup> In addition, funding committed for CBTF at the WSSD will allow for a significant increase in CBTF activities in the period 2004–2006. Both in TED's own programme and in CBTF there is a very significant increase in the share of funds used for longer-term activities, as compared to awareness-raising activities. This requires a clearly defined strategy shared by beneficiary countries, donors and UNCTAD (and its partners), as well as efficient management of the overall programme.

77. In anticipation of these changes, TED has already taken several steps to strengthen its delivery capacity. For example, its overall programme is being rationalized by closing a number of successfully completed projects and by focusing CB activities on specific issues. Synergies between different projects have increased. The secretariat has also shifted emphasis from interregional projects to sub-regional projects involving a relatively small number of beneficiary countries. In addition, the UNCTAD and UNEP secretariats have created the CBTF to provide more coordinated and more efficient CB. At the same time, there is close coordination between the TC activities of the UNCTAD and WTO secretariats.

78. The secretariat estimates that in the period 2003–2004 more than three quarters of its overall TC/CB activities (in terms of expenditures) will be carried out in the framework of longer-term projects generally lasting around two years and having clearly defined objectives and performance indicators. These activities are the result of comprehensive needs assessments carried out by, or in close cooperation with, beneficiary countries, and they are periodically reviewed in cooperation with focal points.

79. The secretariat has focused such in-depth activities on around 15 developing countries and three clusters of issues. These are complemented by TC activities with a focus on awareness raising, information sharing and problem solving to respond to the needs of other developing countries (this includes the two task forces mentioned above) and, where necessary, to address through extra-budgetary activities other issues highlighted in the Bangkok Plan of Action and at the WSSD, the WTO and other major conferences. In addition, close cooperation with UNEP, the WTO and UN regional commissions allows the involvement of a larger group of countries in the programme. Synergies between intergovernmental work, policy analysis and TC/CB have also allowed other UNCTAD member States to derive some benefits from the programme.

80. Even with these arrangements, it is clear that further adjustments are needed to effectively and efficiently implement the programme. Until recently, the programme was implemented and coordinated to a very large extent by regular staff members carrying out TC/CB in addition to their other duties. This has allowed the programme to channel a very

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<sup>31</sup> These figures do not include BIOTRADE.

high portion of project funds (about 70%) to in-country activities.<sup>32</sup> Although the secretariat has been building larger personnel components in some of its recent projects, there is clearly a need to create an extra-budgetary post to assist in the administration of the programme as a whole and to effectively implement an improved communication strategy.

81. In addition, the secretariat would like to increase its use of the expertise of other institutions and individuals to help deliver the programme's TC/CB activities. Here some progress has been made. For example, experts from developing countries participating in the TED programme have acted as resource persons for activities in other countries. However, more can be done. For example, UNCTAD could develop a roster of government and other experts interested in delivering training and other TC/CB activities. This roster could focus on developing country experts, who are more likely to be sensitive to the particular on-the-ground realities faced by beneficiaries as well as to improve project cost effectiveness.<sup>33</sup> The roster could also include experts from developed countries as an in-kind contribution to the programme.

82. The secretariat feels that putting greater emphasis on carrying out comprehensive needs assessments and clearly defining the expected impacts of CB activities before implementing projects has been very useful. At the same time, there may be certain drawbacks to this approach, as some developing countries may, in practice, be left out. In LDCs in particular, capacity gaps/constraints are nearly always present, and thus achievement of ambitious project objectives is less certain. Similarly, where there are long delays in translating commitments to financially support projects into actual contributions, the time that passes between completion of country-level needs assessments and the actual implementation of CB activities becomes very long, causing frustration. To remedy these problems at least to some extent, it appears necessary to allocate a certain part of the programme's overall extra-budgetary resources to non-earmarked activities. Based on a clear overall strategy shared by beneficiary countries, donors and UNCTAD, a trust fund could be created to support the programme's effective implementation.

83. This report has mentioned certain steps taken by the secretariat to improve its communication strategy. However, more efforts are needed. Certain questions need to be addressed. For example, should improved communication be part of an UNCTAD or DITC-wide exercise, programme-specific, or both? Other questions refer to the most effective form of communication (e.g. a newsletter or a booklet), the most appropriate means of transmission (e.g. email, post, website), desired content (e.g. updates on activities, documents and case studies) and frequency.

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<sup>32</sup> For the largest TC/CB project, DFID II, 69 per cent of total resources end up in beneficiary developing countries.

<sup>33</sup> This proposal is based on recommendation 9 in *Evaluation of Capacity Building in UNCTAD's Technical Cooperation Activities* (TD/B/WP/155), prepared for the thirty-ninth session of the Working Party in September 2002.

84. This paper has provided additional information and analysis that may assist the Working Party in considering the recommendations contained in document TD/B/WP/165. The following observations can be made:

- *Vision and strategy.* This paper describes TED's current vision and strategy and how its development has benefited from close cooperation with several of the programme's beneficiaries and its largest donor. Based on this experience and taking into account the discussions in the Working Party, the secretariat could seek to communicate its vision and strategy more clearly and build further consensus on it among all stakeholders (UNCTAD, beneficiaries and donors).
- *Communication strategy.* This paper describes steps taken to improve TED's communication strategy and further ideas for doing so. The website is an important tool for information dissemination and meeting management. Its maintenance and further development are important. In addition, a TED database of individuals and institutions that have participated in UNCTAD activities is being developed. This should be used to follow up on activities, disseminate results of policy analysis and other activities, and provide information on forthcoming events. The database should be updated regularly, and inclusion in the list could be made available through an opt-in basis on the TED site. A TED newsletter could be issued. Together, the database, the newsletter and an e-brief in HTML format can deliver desired information to a targeted list of interested parties, backed up by the website. TED should also draw lessons from other communication-related initiatives in UNCTAD.
- *Performance indicators.* This paper describes performance indicators used in TED's major project, based on intensive discussion with the donor concerned.
- *Internal training needs.* Training programmes for staff development (taking into account the overall distribution of staff duties) offered by UNOG and UNCTAD could include training on the delivery of capacity building.<sup>34</sup> As was mentioned above, the TED programme seeks to increase the personnel component for TC/CB projects.
- *Targeting activities and workshop participants.* This paper describes the kinds and sequencing of activities planned to achieve specific objectives. Prior consultations with beneficiary countries should be carried out to identify the target core institutions and individuals to be invited to activities.
- *Follow-up.* Many activities require effective follow-up in order to have sustainable impact. Most activities are now part of long-term projects, which provide a framework that enables follow-up, in particular with core participants such as country focal points, Government ministries and key civil society institutions. This follow-up should be supplemented through the above-mentioned initiatives in the area of communication. The follow-up could also reach a larger group of beneficiaries. Discussions could take place with Governments of beneficiary countries to decide on appropriate local mechanisms to enable focal points and Government ministries to follow up specific project activities with other stakeholders.

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<sup>34</sup> For example, the UNOG/SDLS (Staff Development and Learning Section) is organizing a pilot programme to improve project management skills and is running a two-day workshop on 9-10 October 2003.

- *Value chain.* Certain UNCTAD TC/CB activities help producers in developing countries to respond to environmental requirements and take advantage of new trading opportunities. UNCTAD does not have the means to directly assist developing-country producers in meeting specific standards or to assist Governments in creating or strengthening the infrastructure needed for conformity with standards and regulations. TED believes that its work should continue to focus on analysis, awareness raising and consensus building in areas such as information management, standards and certification and other trade-related issues associated with environmental requirements, including links between environment and competitiveness. Cooperation with UNIDO and FAO should be strengthened to ensure that supply factors are adequately taken into account.
- *Outreach.* This paper briefly describes TED's cooperation with civil society and some ideas for improving outreach. These could be further developed and implemented, in particular with regard to networking.
- *Handing over the project after completion of the activities.* This paper shows the programme's current experience in this context. This issue should be addressed appropriately in future project development.

## ANNEX: LIST OF WORKSHOPS AND OTHER MEETINGS

85. This annex lists workshops and other meetings held in the period January 2002 to August 2003, briefly indicating their context and follow-up. The table shows that workshops are increasingly put in the context of longer-term projects and activities, with needs assessment meetings in 2002 being followed up in 2003 in the context of multi-year projects. Workshops and other meetings are presented in different categories:

1. *Briefings and policy dialogues.* The major objective is to share information and enable policy dialogues between participants. This is aided by short introductions by (panels of) experts and/or the secretariat. There is no planned follow-up.
2. *Thematic meetings.* The major objective of these meetings is to enhance common understanding on a specific issue. UNCTAD has organized such meetings with member States or specialized institutions. Various parties have provided follow-up.<sup>35</sup>
3. *Needs assessment meetings.* The main objective of these meetings is to establish priorities for issues to be addressed in follow-up activities, normally in the context of specific projects, based on the needs expressed by beneficiary countries and on expected impact.<sup>36</sup>
4. *Project meetings.* These are meetings held within specific projects with a view to achieving the project's objectives.
5. *Training workshops.* These workshops focus on a number of issues in accordance with the needs of the developing countries.

86. In the period January 2002 to August 2003 TED organized 24 workshops and other meetings as well as four UNCTAD-led CBTF workshops.<sup>37</sup> These included five needs assessment meetings (all in 2002), five training workshops and 10 meetings in the context of projects. Thematic and project meetings have included a growing number of specialized workshops on specific issues. The latter covered the following topics: traditional knowledge, environmental requirements and market access (3); organic agriculture (4); environmental goods and services (4); negotiations and discussions in the Doha work programme; and environmental management (2). More information is available on the UNCTAD/TED website.

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<sup>35</sup> Both UNCTAD and the Government of India are following up on the TK meeting. Similarly, UNCTAD, FAO and IFOAM are jointly following up on the two meetings on harmonization and equivalence in organic agriculture. The second meeting of the task force will be held in Geneva on 20–21 October 2003.

<sup>36</sup> This may also imply decisions *not* to follow up on certain issues.

<sup>37</sup> There have also been three CBTF events back-to-back with WTO regional workshops on Trade and Environment.

### A. TED Workshops and other meetings in 2002–2003

Date, venue	Meeting	Background, follow-up	Beneficiary countries
<b>1. Briefings and policy dialogues</b>			
17 July 2002 Geneva, Switzerland	Brainstorming on the <i>Relationship between Specific Trade Obligations in MEAs and WTO Rules</i> , in cooperation with the Agency for International Trade and Cooperation (AITC)	Requested by delegations  Report of the meeting by AITC	AITIC member countries
11 September 2002 Geneva, Switzerland	<i>The International Treaty on Plant Genetic Resources for Food and Agriculture: Implications for Geneva-based Negotiations and for National Legislation</i>	Briefing organized at the request of several delegations	UNCTAD member States
<b>2. Thematic meetings</b>			
18–19 February 2002 Nuremberg, Germany	IFOAM/UNCTAD/FAO Conference on <i>International Harmonization and Equivalence in Organic Agriculture</i>	Programme of Action for the LDCs for the Decade 2001–2010, paragraph 68(bb)	Groundwork for the creation of the UNCTAD/FAO/IFOAM Task Force on Harmonization and Equivalence in Organic Agriculture
3–5 April 2002 New Delhi, India	Department of Industry and Commerce/UNCTAD <i>Seminar on Traditional Knowledge</i>	Submission to WTO TRIPS Council by a group of developing countries in June 2002 (IP/C/W/356) and Report by the UNCTAD secretariat to TRIPS Council and CTE (IP/C/W/350 and WT/CTE/W124)	Brazil, Cambodia, Chile, China, Colombia, Cuba, India, Kenya, Peru, the Philippines, Sri Lanka, Thailand and Venezuela
18 February 2003 Nuremberg, Germany	IFOAM/UNCTAD/FAO Task Force on Harmonization and Equivalence in Organic Agriculture	Work programme for 2003 adopted	

### 3. Needs assessments meetings

1–3 July 2002 San Jose, Costa Rica	Regional Post-Doha workshop on trade and environment	Requested by the Ministry of Commerce of Costa Rica	Cuba, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama
30 September – 1 October 2002 Geneva, Switzerland	UNCTAD/FIELD project Inter-regional consultative meeting	Initial work plan that was later finalized in sub-regional needs assessments meetings	Bangladesh, Cambodia, China, Cuba, Costa Rica, the Dominican Republic, El Salvador, Ethiopia, Guatemala, Honduras, Kenya, Nicaragua, Panama, the Philippines, Thailand, Uganda, the United Republic of Tanzania and Viet Nam
18–20 November 2002 Nairobi, Kenya	UNCTAD/FIELD project Sub-regional consultative meeting	Sub-regional work plan adopted by beneficiaries, but funding has not been made available	Ethiopia, Kenya, Mozambique, Uganda and the United Republic of Tanzania
21–22 November 2002 Guatemala	UNCTAD/FIELD project Sub-regional coordination workshop	Sub-regional work plan adopted by beneficiaries; implementation phase started in February 2003	Cuba, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama
3–4 December 2002 Bangkok, Thailand	UNCTAD/FIELD project Regional consultative workshop	Sub-regional work plan adopted by beneficiaries; implementation phase started in February 2003	Bangladesh, Cambodia, China, the Philippines, Thailand and Viet Nam

### 4. Project meetings

16–17 May 2002 Geneva	Workshop on <i>Standards and Trade</i>	End-of project meeting IDRC project to discuss results of the project  Forthcoming commercial publication by Edward Elgar	Bangladesh, Costa Rica, India, Kenya, Mozambique, Nepal, Sri Lanka, Uganda and the United Republic of Tanzania
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14–15 November 2002 Manila, Philippines	<i>Second meeting of the multi-stakeholder forum advising the Philippine Government on a coherent national strategy on environmentally sound and economically viable management of lead, including lead recovery</i>	Project implementation  Involvement of the informal sector in forum deliberations; incorporation of further panel work in UNDP country project PHI/02/005 on Environmental Management for Industry Competitiveness	Philippines
23–24 March 2003 Havana, Cuba	UNCTAD-ECLAC regional workshop on <i>Environmental Goods and Services</i>	Project implementation	Brazil, Colombia, Cuba, the Dominican Republic, Guatemala, Honduras, Mexico, Nicaragua and Panama
6–10 May 2003 Port-au-Prince, Haiti	Roundtable <i>Strategies for Fruit Exports</i> (including organic products)	Project implementation Integrated Framework (UNCTAD-ITC)	Haiti
16 May 2003 New Delhi, India	National seminar on <i>Environmental Goods and Services</i>	Trade and Environment <i>Strategies and preparedness for trade and globalization in India</i>	India
24–25 June 2003 Managua, Nicaragua	National workshop on <i>Environmental Goods and Services</i>	Project implementation	Nicaragua
27–28 June 2003 Panama	National workshop on <i>Environmental Goods and Services</i>	Project implementation	Panama
30 July – 1 August 2003 Bangkok, Thailand	Brainstorming Workshop on Trade and Environment Issues in Preparation of the WTO Ministerial Conference in Cancun	Project implementation	Bangladesh, Cambodia, China, the Philippines, Thailand and Viet Nam
19–21 August 2003 Dhaka, Bangladesh	National training workshop on Environmental Requirements, Market Access/Penetration and Export Competitiveness in the Leather and Footwear Industry in Bangladesh.	Project implementation	Bangladesh

## 5. Training

22–26 April 2002 Cotonou, Benin	Training workshop (TrainForTrade)	Delivered by UNCTAD and local partners	Benin
28 April – 2 May 2003 Mali	Training workshop	Delivered by partner institutions	Mali
5–7 May 2003 Burkina Faso	Training workshop	Delivered by partner institutions	Burkina Faso
8–10 May 2003 Cotonou, Benin	Training workshop for trainers, especially those who participated in the April 2002 workshop	Delivered by national trainers under TFT/TED programme	Benin
13 May 2003 New Delhi, India	Training workshop for officials from the Ministry of Environment and Forests, as part of the project on <i>Strategies and preparedness for trade and globalization in India</i>	Delivered by UNCTAD, in cooperation with the TATA Energy Resources Institute (TERI) and the Centre for WTO Studies of the Indian Institute for Foreign Trade	India  Follow-up workshops will be prepared and delivered by local institutions

## B. Cooperation with other institutions

### 1. UNCTAD and CBTF cooperation with WTO

Date	Venue	Activity	Beneficiary countries
28–30 January 2002	Saint Lucia	WTO regional seminar	Anglophone countries in the Caribbean
4–7 March 2002	Bogotá, Colombia	WTO regional seminar	Latin America countries
13–15 May 2002	Singapore	WTO regional seminar	Asian developing countries
16 May 2002	Singapore	CBTF back-to-back meeting	Asian developing countries
8–10 July 2002	Windhoek, Namibia	WTO regional seminar	English-speaking African countries
10–12 September 2002	Riga, Latvia	WTO regional seminar	Central and Eastern European countries

15–17 October 2002	Tunis, Tunisia	<b>WTO</b> regional seminar	French-speaking African countries
26–28 November 2002	Suva, Fiji	<b>WTO</b> regional seminar	Pacific Island economies
29 November 2002	Suva, Fiji	<b>CBTF</b> back-to-back meeting	Pacific Island economies
25–27 February 2003	Santa Cruz, Bolivia	<b>WTO</b> regional seminar	Latin American countries
19–21 May 2003	Capetown, South Africa	<b>WTO</b> regional seminar	English-speaking African countries
22 May 2003	Capetown, South Africa	<b>CBTF</b> back-to-back meeting	English-speaking African countries

## 2. Other CBTF meetings

21–22 February 2002	Brussels, Belgium	CBTF Policy dialogue on promoting production and trading opportunities for organic agricultural products from developing countries	Argentina, Bolivia, Cambodia, Chile, Costa Rica, Ethiopia, Haiti, India, Kenya, (Madagascar), Mozambique, Peru, Senegal, South Africa, Tunisia, Uganda and Zambia
3 September 2002	Johannesburg, South Africa	WSSD Side Event	All interested countries, civil society
18–20 November 2002	El Salvador	Second CBTF workshop on environmentally sound management of used lead-acid batteries in Central America and the Caribbean CBTF activity with secretariat of Basel Convention and the Regional Centers for Training and Technology Transfer of the Basel Convention in El Salvador and Trinidad and Tobago	Bahamas, Belize, Brazil, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Saint Lucia, Trinidad and Tobago and Venezuela
21–23 May 2003	Luanda, Angola	National workshop on <i>Trade, Environment and Development</i> (the WTO mission of Brazil in Geneva provided a resource person)	Angola (Angola has proposed to host a follow-up workshop for Portuguese-speaking countries in Africa)

### 3. Cooperation with other institutions, other than WTO and UNEP

3–10 March 2002	Melbourne, Australia Canberra, Australia	<b>Asia Pacific Economic Cooperation (APEC) Seminar</b> on trade and environment <b>National workshop</b> on trade and environment in the post-Doha WTO work programme	Developing APEC countries in Asia
23–25 October 2002	Beirut, Lebanon	<b>Economic and Social Commission for West Asia (ESCWA)</b> workshop on Trade and Environment and International Competitiveness; UNCTAD delivered two TrainForTrade training modules	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Syria, the United Arab Emirates, Yemen and the Palestinian Authority
11–14 November 2002	Rabat, Morocco	<b>ESCWA Workshop</b> “Atelier de formation et planification technique sur les liens entre le commerce et l’environnement”	Algeria, Morocco and Tunisia
25–29 November 2002	Mexico City, Mexico	<b>ECLAC–World Bank</b> training workshop on <i>Multilateral Negotiations, International Trade and Sustainable Development: Current Challenges for Latin America and the Caribbean</i> ; UNCTAD delivered two modules	Several Latin America and Caribbean countries  Second meeting scheduled in Brasilia, Brazil, from 1 to 5 December 2003; UNCTAD will deliver two modules