



**IN-DEPTH EVALUATION OF UNCTAD
SUBPROGRAM 2:
INVESTMENT AND ENTERPRISE**



*Findings and Recommendations from the
Evaluation Team*

**Trade and Development Board
Geneva, September 4, 2014**

EVALUATION PROCESS

- Four team members
- Focus: Relevance, Impact, Effectiveness, Efficiency, Sustainability, Cross-cutting Issues (Gender and Green Economy)
- March to mid-June 2014
- 65 responses to an email/skype structured survey of four (of seven) Core Products of DIAE: IIAs, IPRs, Empretec, e-Regulations
- Field visits to three countries (Guatemala, Dominican Republic, Zambia) and one Regional Integration Organization (COMESA)
- Multiple semi-structured interviews in GVA and elsewhere
- Over 100 individuals interviewed



RELEVANCE

- Strong marks for relevance of core products
- Each core product incorporates elements of UNCTAD's three pillars: research and analysis, consensus-building, technical cooperation
- Rigorous R&D process
- Strongly aligned with MDGs
- Critical role to play on role of FDI and investment in post 2015-SDGs



RECOMMENDATION 1

Member States might consider steps to strengthen the special role SP2 can play in the ongoing and future discussion of the contribution of FDI and Private Sector investment to the pursuit of post-2015 SDGs.



RECOMMENDATION 2

The Division should continue its systemic review of Core Products and brand services and continue upgrading its portfolio and individual products, as needed.



IMPACT

- Significant impact
- *Strategic Framework* and DIAE's *Results and Impact Report* under-report extent of impact



RECOMMENDATION 3

SP2 should operationalize all results chains described in the *Results and Impact* Reports to plan, manage, and monitor for targeted outcome changes across all of DIAE's Core Products. Results chains should be measurable through the use of SMART indicators and include the formulation of explicit risk matrices and risks mitigation strategies.

In addition, DIAE should track more consistently the long term development impact of investment-related and private sector-related work among SP2 beneficiary countries at the programmatic level.



EFFECTIVENESS

- Effective in delivering activities and outputs
- Given limitations of Strategic Framework, difficult to fully measure effectiveness against targeted outcome changes and development impacts
- Interesting best management practices that could be shared across UNCTAD



SOME BEST MANAGEMENT PRACTICES

- Rigorous R&D process
- Consistent incorporation of the three pillars in each Core Product
- Introduction of new interactive websites that are changing the nature of dialogue and information sharing with beneficiaries
- Well structured Divisional work plans
- Use of co-funding to stretch limited ExB resources



EFFICIENCY

- Delivers much with limited resources
- Very interesting effort to introduce interactive websites to communicate with and work in team with beneficiaries
- Significant cooperation with other development agencies



RECOMMENDATION 4

DIAE needs to forge ahead with the high-quality and creative effort set in motion to revamp its websites, make them far more interactive, and design them in ways that respond to the new ways in which information is accessed as a result of the internet.

While UNCTAD needs to ensure all websites project a unified corporate image, it is important that this be done in a manner supportive of the reasonably high degree of decentralization required for its subprograms, including SP2, to develop interactive websites with the clients they serve.



RECOMMENDATION 5

Greater use of new distance-learning and e-learning tools including video conferencing, internet live streaming, and others would permit to expand the reach of many regional workshops to country level at very limited additional costs, if not everywhere, at least in a large number of countries.



RECOMMENDATION 6

Notwithstanding UNCTAD's lack of a field presence, the fact is most donor funding decisions are taken nowadays at country-level, in no small part in response to the new country-donor dynamics launched under the Paris Principles on Aid Effectiveness. Strong direct interaction with Government-DP country level dialogue mechanisms can help increase access to extra-budgetary resources from specialized funds such as multi-donor SWAp trust funds. This approach can be implemented with support from UNCTAD's Technical Cooperation Services.



SUSTAINABILITY

- Beneficiaries' gains from SP2 are broadly sustained, though African countries, LDCs, SIDSs, LLDEs, and other SWVSEs face greater challenges in this area.
- Additional extra-budgetary resources and some limited post-intervention services of SP2 towards its beneficiaries would likely further strengthen sustainability. It would respond to a demand expressed by them.



RECOMMENDATION 7

DIAE should introduce a system of “after-care” country-desk officers to respond to follow-up information inquiries from beneficiaries. Helping countries identify additional assistance, wherever available and as required, should strengthen the sustainability of SP2’s interventions.



RECOMMENDATION 8

Member States should look at how best to respond to SP2's needs for additional extra-budgetary resources, including through Aid for Trade related mechanisms, to address the requests from African States, LDCs, LLDCs, SIDSs and other vulnerable economies and to strengthen sustainability.



CROSS-CUTTING ISSUES

- With limited exceptions, gender equity and women empowerment are not a strong focus of SP2, through this seems broadly true for the whole of UNCTAD.
- Green economy issues are more present in a number of areas of SP2's current work program.



RECOMMENDATION 9

As part of its ongoing work on the role of private sector investment in post-2015 SDGs, DIAE should proceed with a review of how it can make goals of gender equity and women empowerment more explicit in its work.



To conclude, the team would like to thank all of those who gave their time by responding to our survey or being interviewed as well as DIAE's management and officers and the key staff of the Evaluation and Monitoring Unit for their strong support throughout.

We also thank you for your attention to this presentation. We will be glad to take up your questions if any.

