The background of the slide is a photograph of the United Nations Secretariat Building in Geneva. The building is a large, light-colored structure with a prominent entrance. Above the entrance, the words "UNITED NATIONS" and "NATIONS UNIES" are visible, along with the UN logo. The building is flanked by a dense array of national flags on tall poles, creating a colorful border. The sky is clear and blue.

Independent evaluation of the Subprogramme 5 (SP5): Africa, Least Developed Countries and Special Programmes (2013-17)

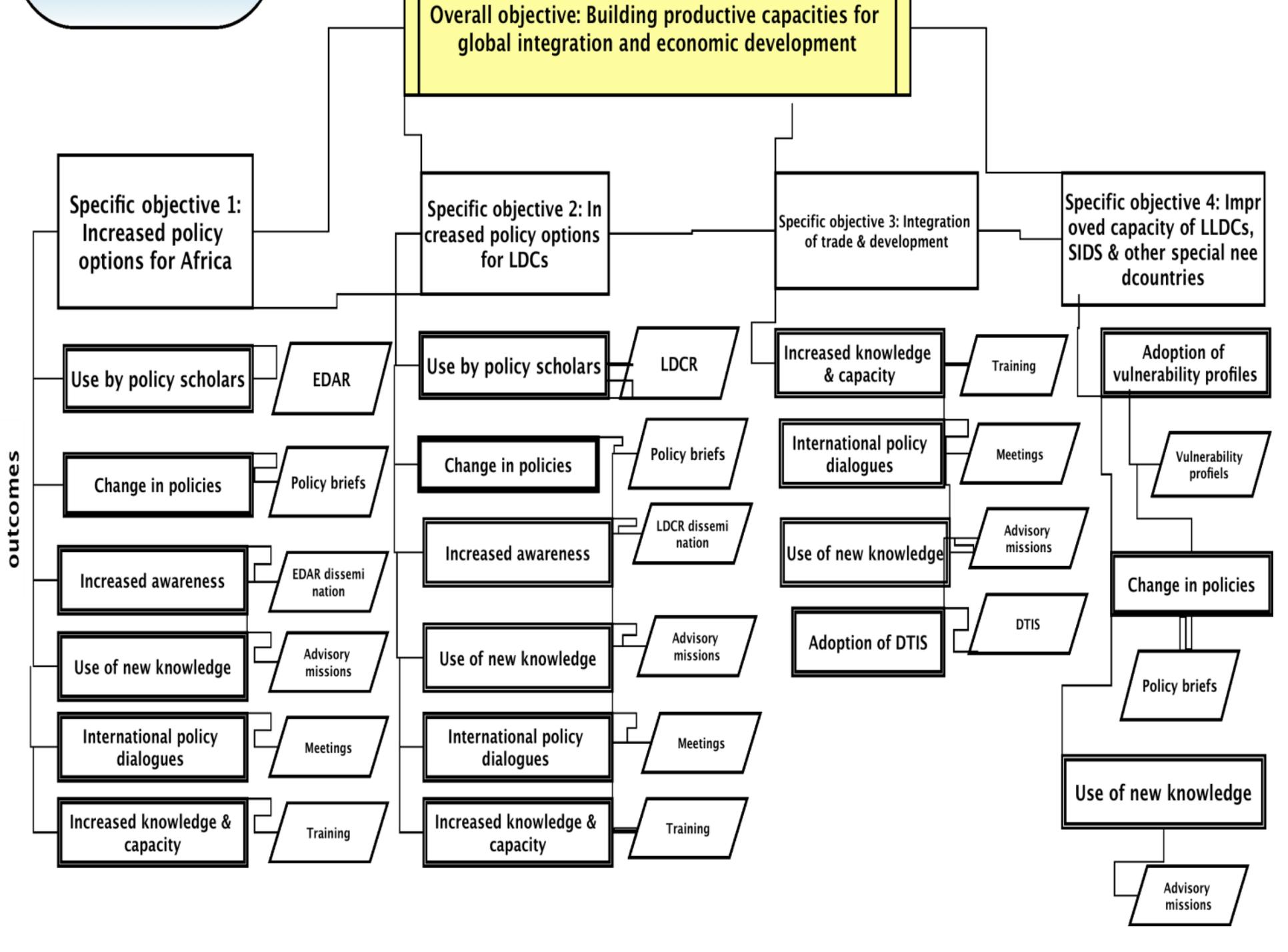
**Punit Arora, PhD
Edouard Jay
Neema Manongi
John Mathiason**

Geneva; Sep 4, 2018

ALDC/ SP5

- ❖ Overall objective:
 - ❖ To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, LDCs and other groups of countries in special situations and to progressively and beneficially integrate them into the global economy.
- ❖ Implemented in accordance with the strategy detailed under Programme 10: Trade and Development of the UN's Biennial Programme Plan for 2018-2019
- ❖ Two Branches
 - ❖ Trade and Poverty Branch
 - ❖ Research and Policy Analysis Branch
- ❖ 32 staff members





Evaluation Methodology

Mixed method, triangulation (UNEG & OECD-DAC guidelines):

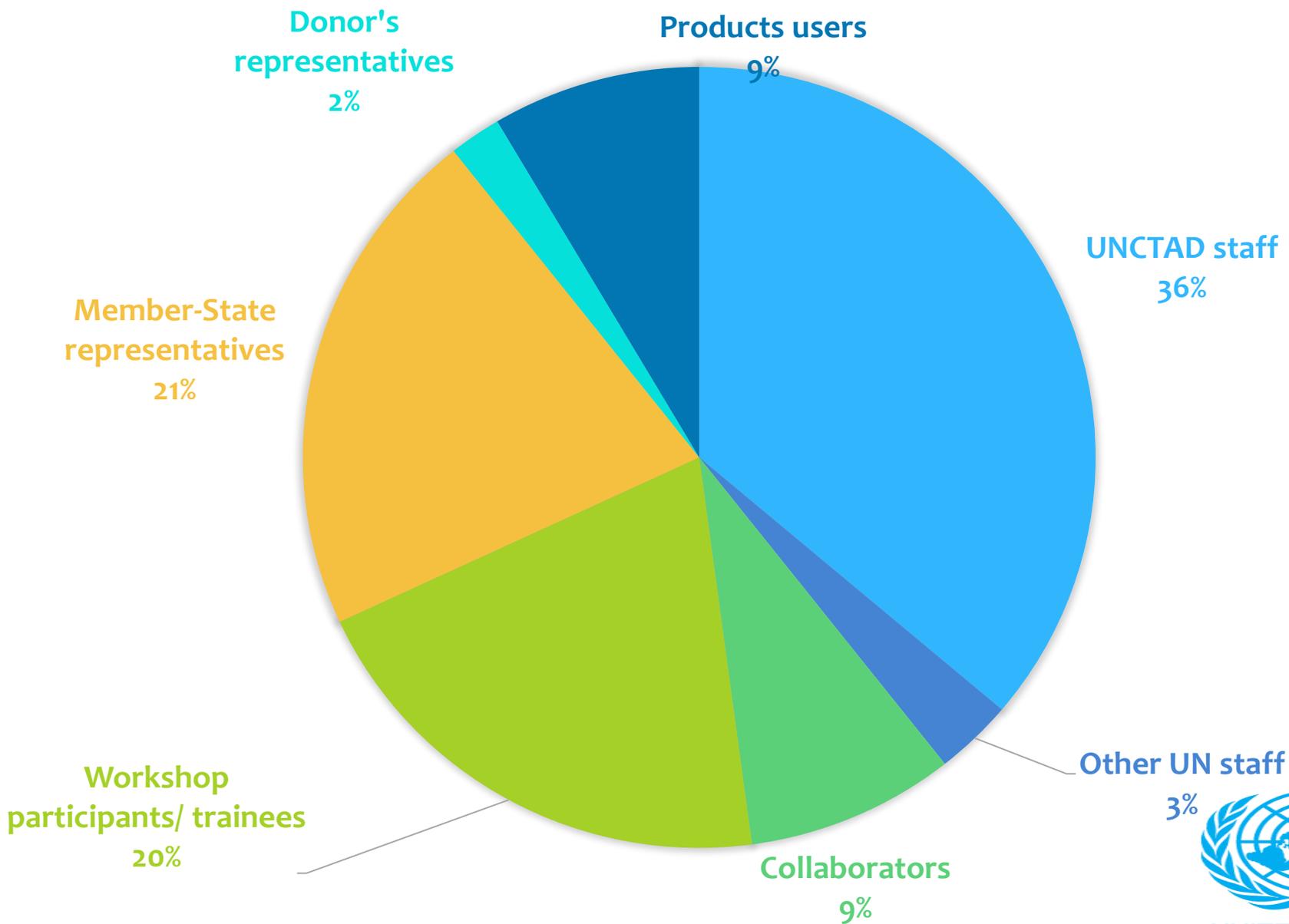
- Desk review: 321 documents +
- Headquarters consultations: Geneva, NY
- 3 Field missions (Ethiopia, Laos and Cambodia)
- Focus group discussions: 3 staff + 5 MS
- 139 semi-structured interviews
- Survey: 93 responses (= 49% response rate)
- External data, open source research

Watson, I know what caused the death



But you have only administered a few interviews and gone on two site visits. Should you not collect evidence that is more robust?

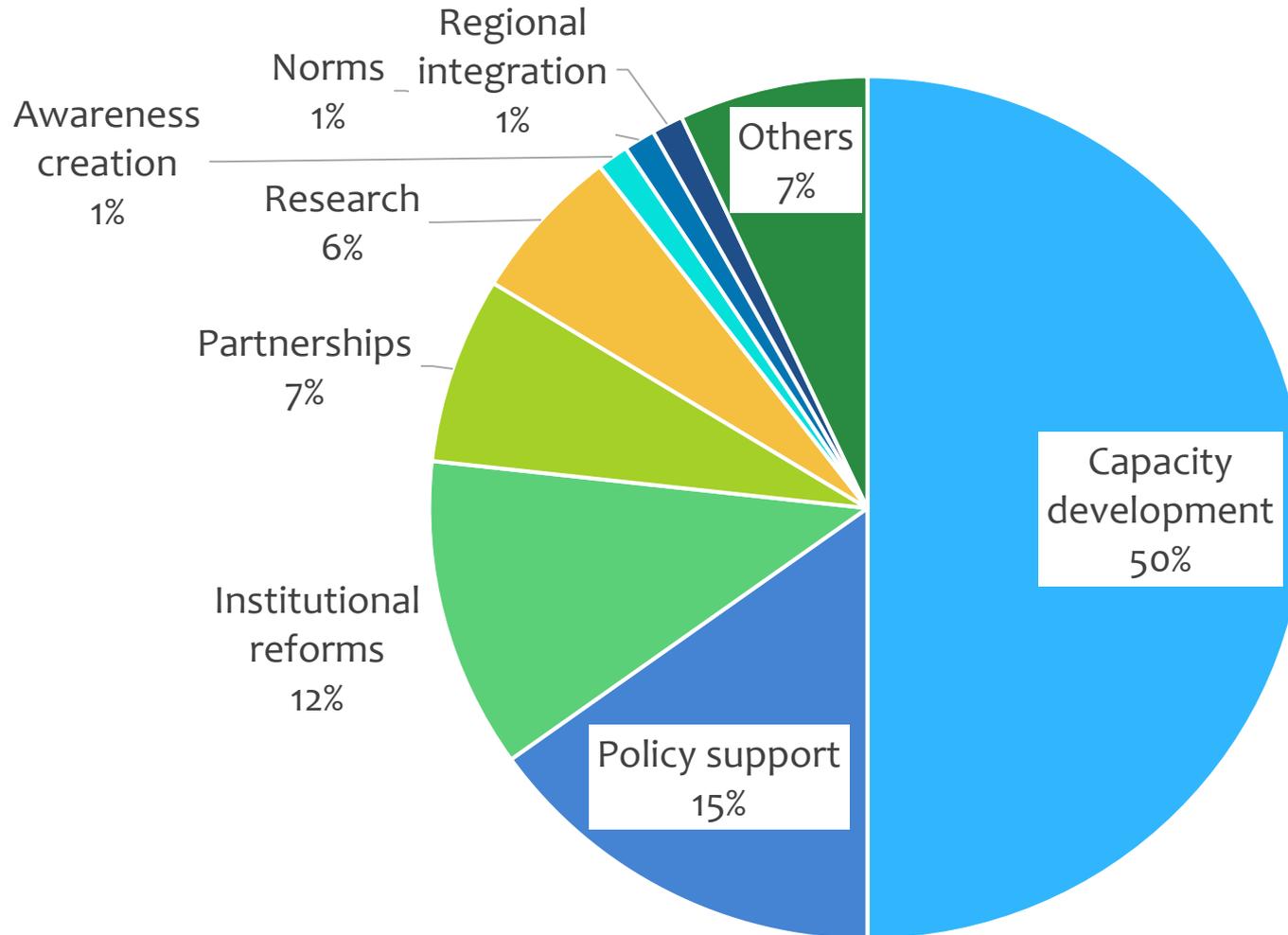




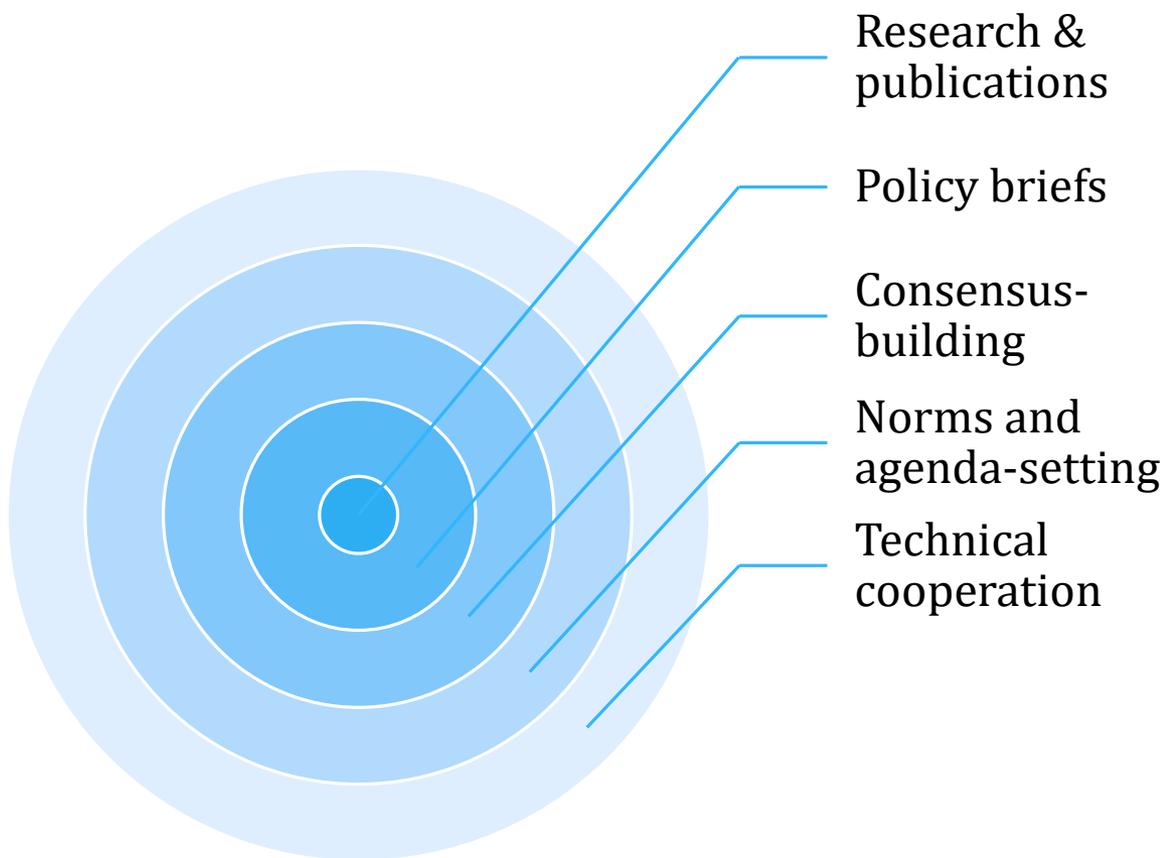
Design and relevance

- * Doha and Nairobi Mandates
 - * Paragraph 10(a) to 10(e) of the Nairobi Maafikiano
- * Custodian of SDG 12.6, Contributes to 4 SDGs: 17, 10, 9 and 8
- * Partner for the World Bank on SDG 17.4
- * WTO and ITC on SDG 17.10, 17.11 and 17.12.
- * Contributes to 52 specific targets on 10 of the 17 SDGs.

Respondents' needs assessment



Effectiveness

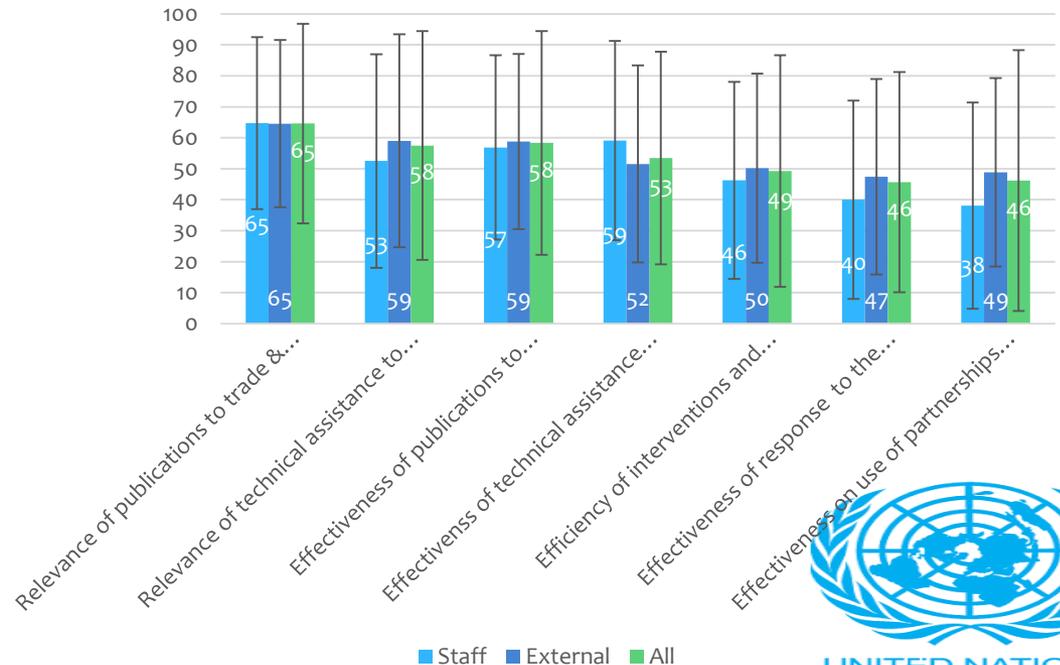


Overview

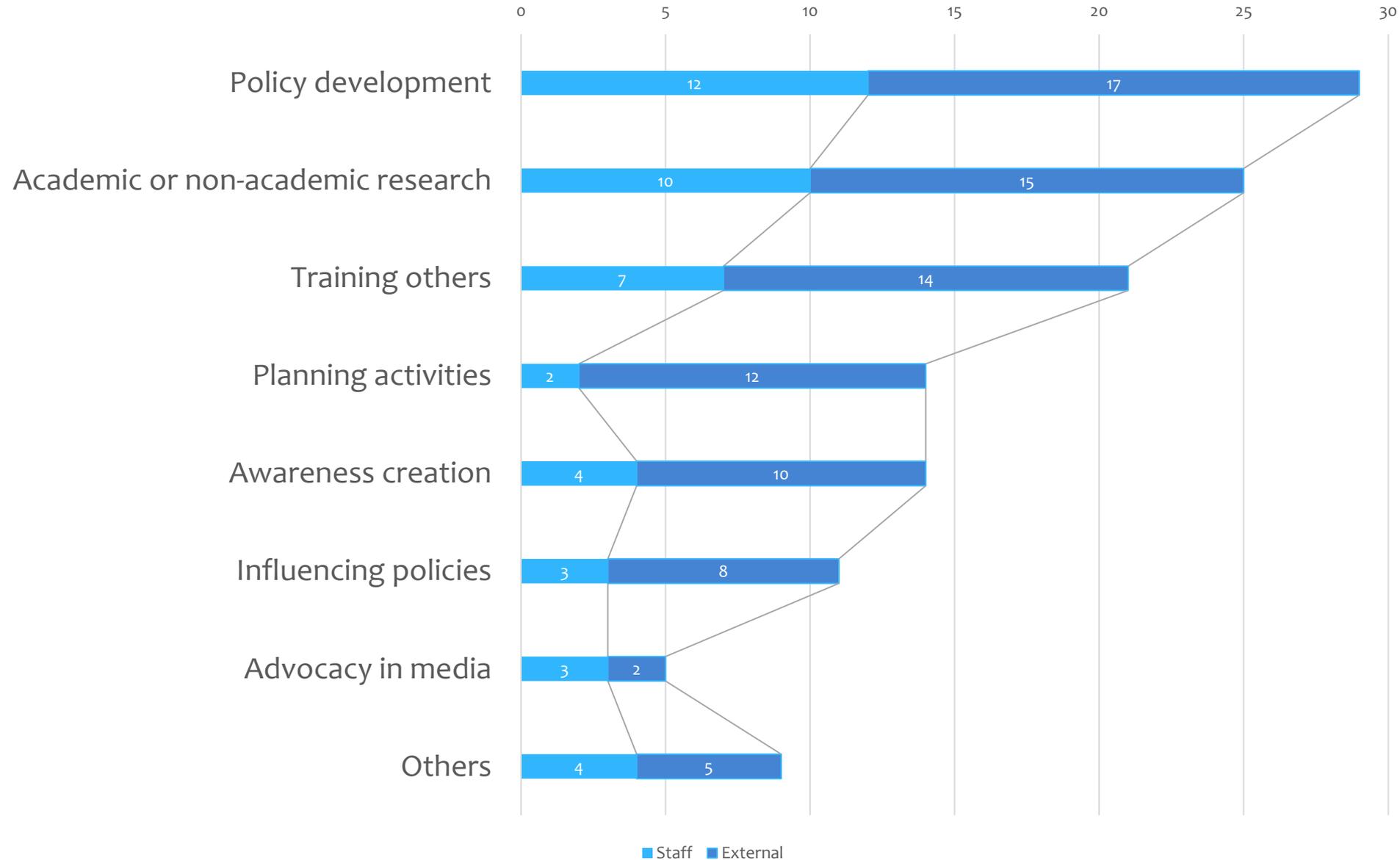
❖ Research, TC and consensus-building

❖ All interventions rated highly

❖ BUT



Self-cited use of publications

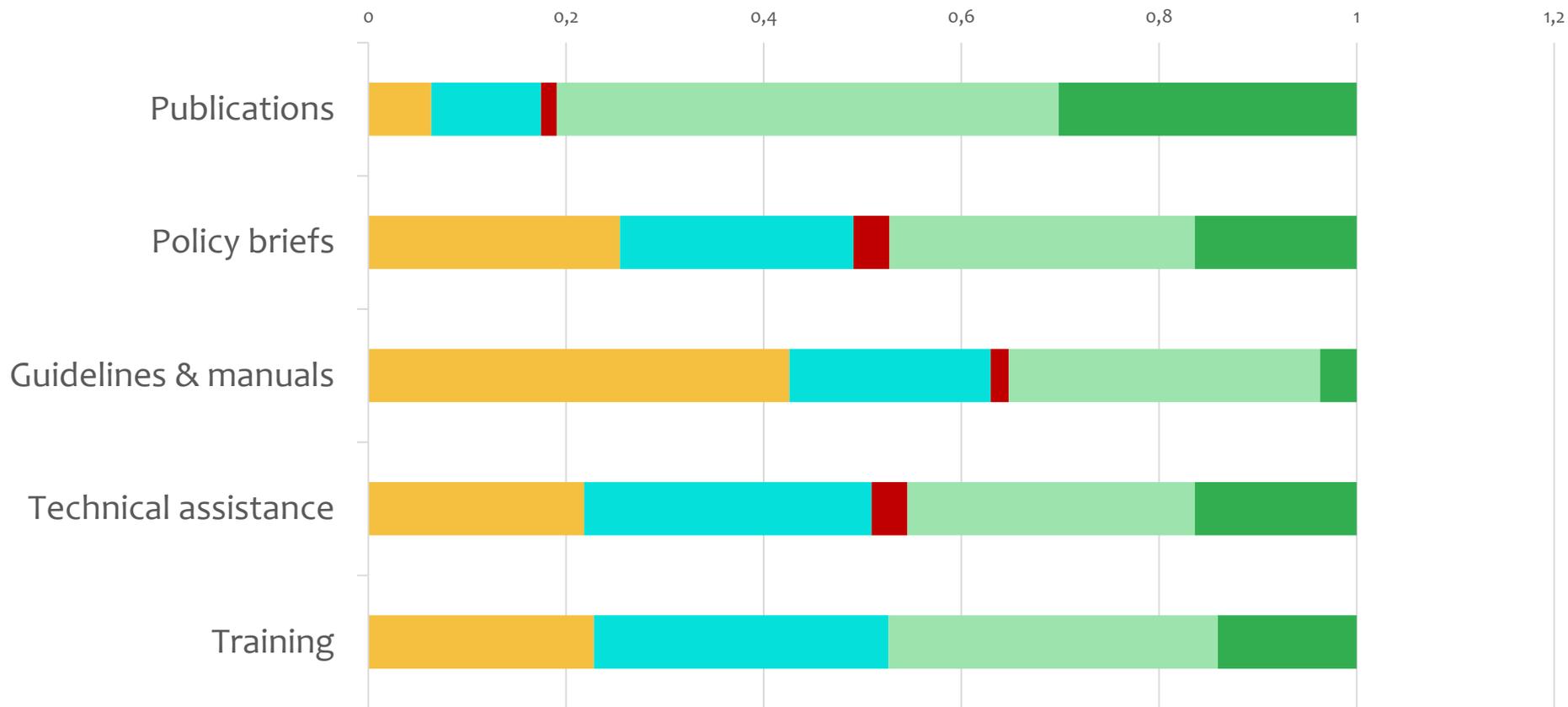


Effectiveness

- * Downloads: 267K (EDAR), 92K (LDCR)
- * Stories in media (Lexis Nexis): EDAR (283), LDCR (262)
- * Google Scholar Citations: EDAR (120), LDCR (84)

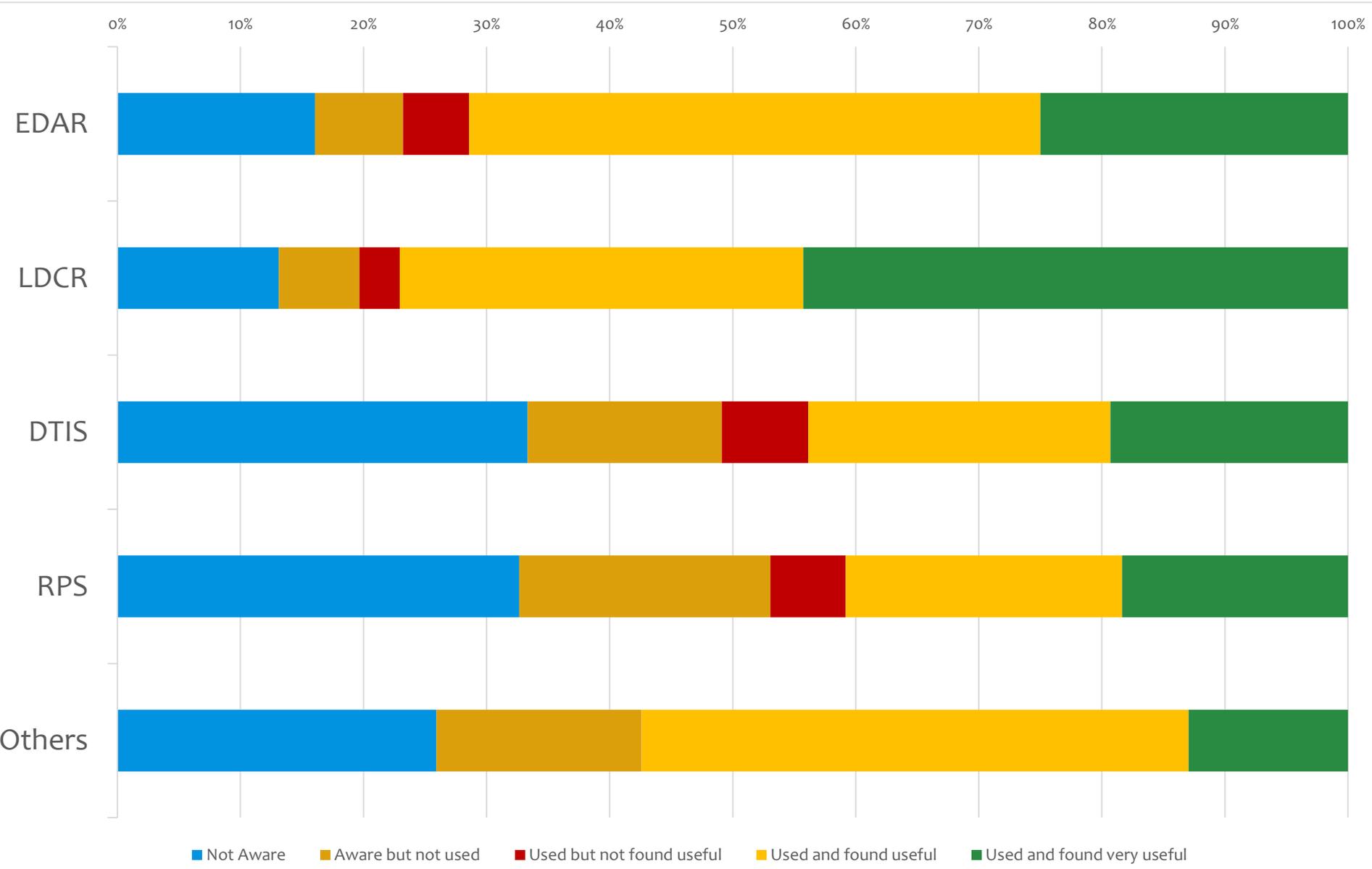
Perceived usefulness of SP5 products

ALDC Products: Opinions on Usefulness

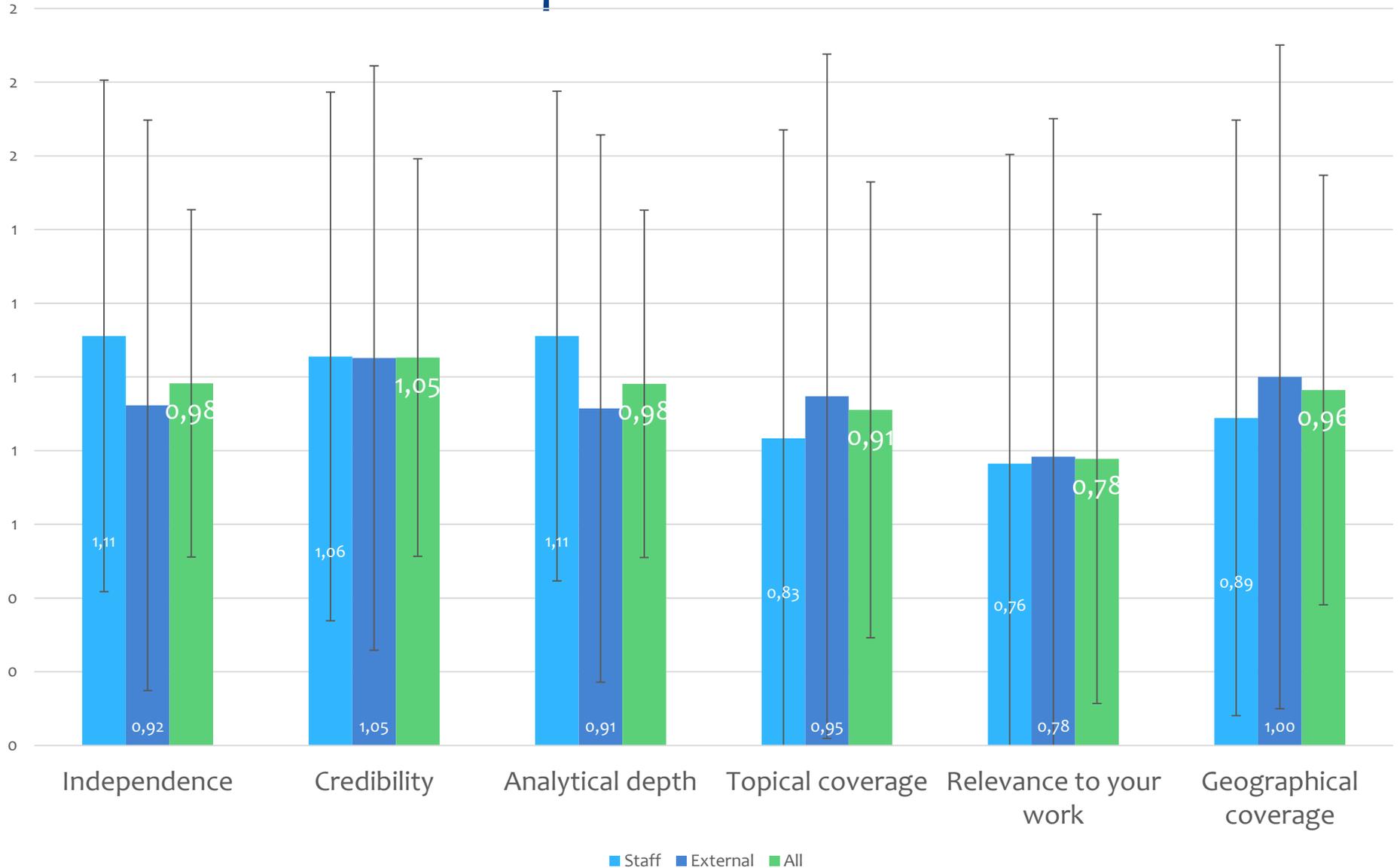


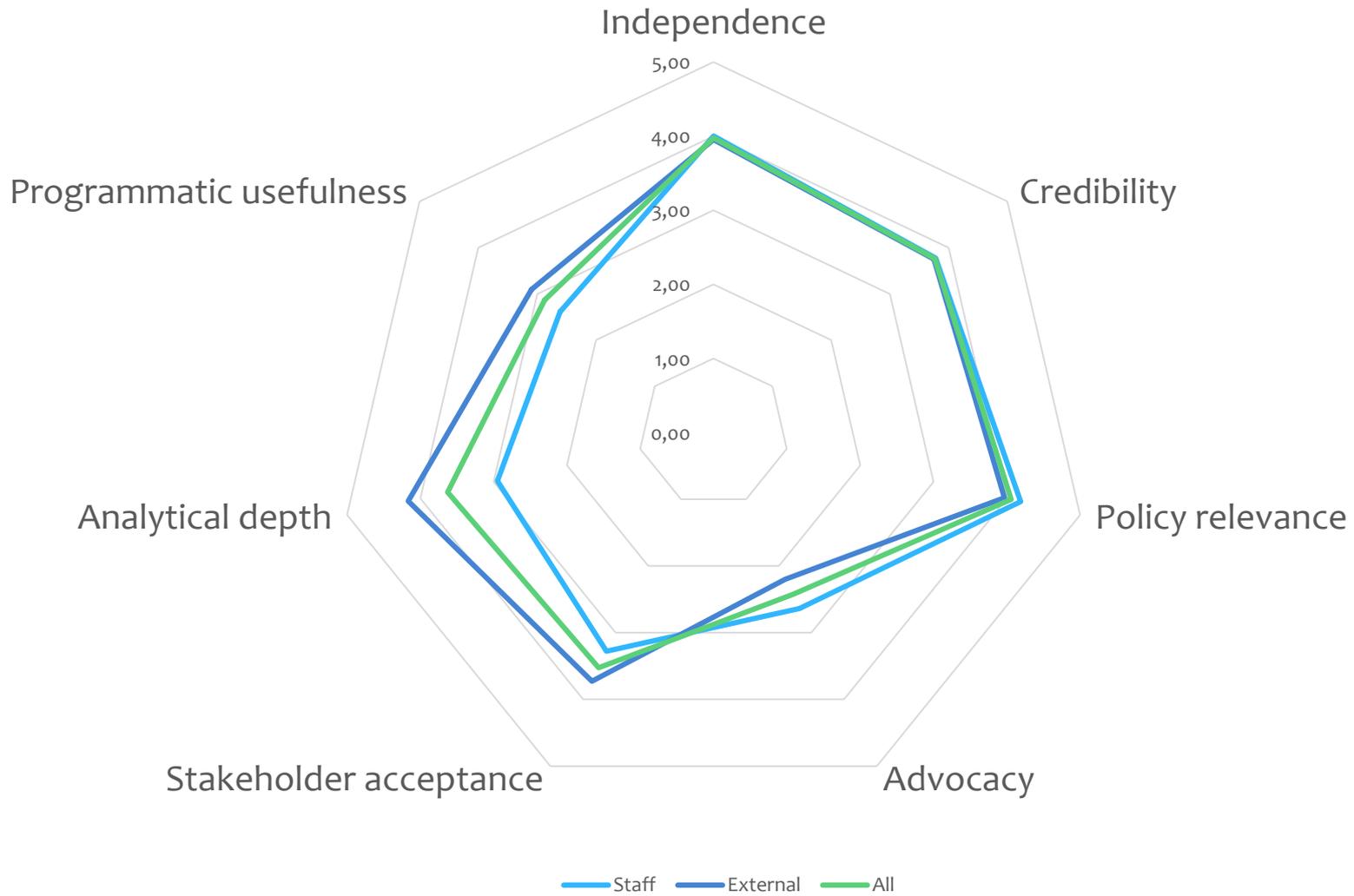
	Training	Technical assistance	Guidelines & manuals	Policy briefs	Publications
Not Aware	23%	22%	43%	25%	6%
Aware but not used	30%	29%	20%	24%	11%
Used but not found useful	0%	4%	2%	4%	2%
Used and found useful	33%	29%	31%	31%	51%
Used and found very useful	14%	16%	4%	16%	30%

Perceived usefulness of research products



Satisfaction with various attributes of the publications





Technical cooperation

- * Highly valued and sought after
- * DTIS and EIF

Policy changes: Examples

- ❖ Tourism in Mali & Somalia
- ❖ Trade facilitation in Djibouti
- ❖ eCommerce readiness in Liberia, Burkina Faso, Senegal, etc.
- ❖ LDC graduation in Tuvalu, Vanuatu, and Nepal
- ❖ Ethiopia: DTIS to mainstream trade into its national plan
- ❖ Geographical indications and cassava projects in Cambodia
- ❖ Value chain development strategy in Cambodia
- ❖ Entrepreneurship development policies in Gambia

Consensus-building

- * EDAR and LDCR reflected in TDB agreements.
 - * 4 of 5 recommendations from the 2015 EDAR on trade in services.
 - * 4 of 7 from the 2017 EDAR on tourism.
 - * 2015 LDCR on rural economies
- * Cited in SG's reports to the General Assembly, especially in 2014.
- * UN DESA reported using NVPs produced by SP5 in considering the issue of graduation of LDCs.

Challenges

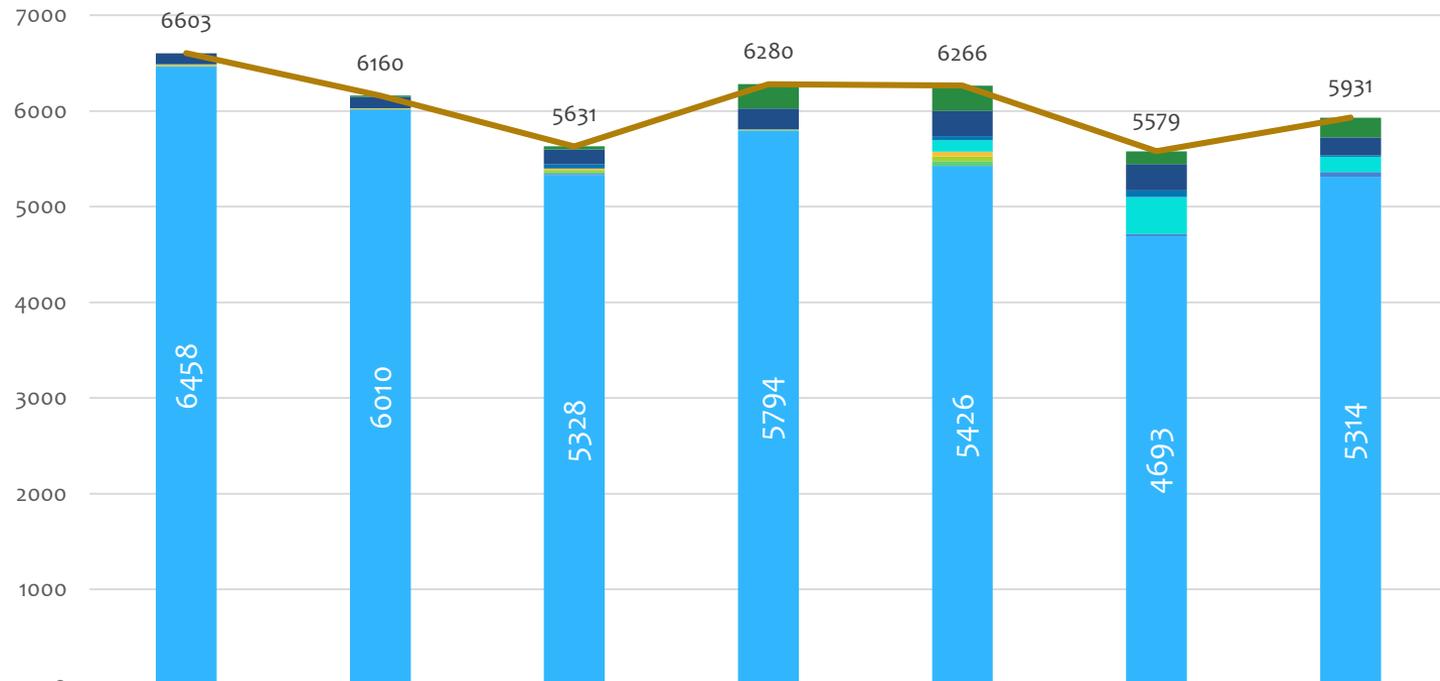
- ❖ Partnership and collaboration
- ❖ Avoidable duplication
- ❖ Small projects
 - ❖ New programmatic/ regional approach ✓

Efficiency

Efficiency: Outputs/ inputs

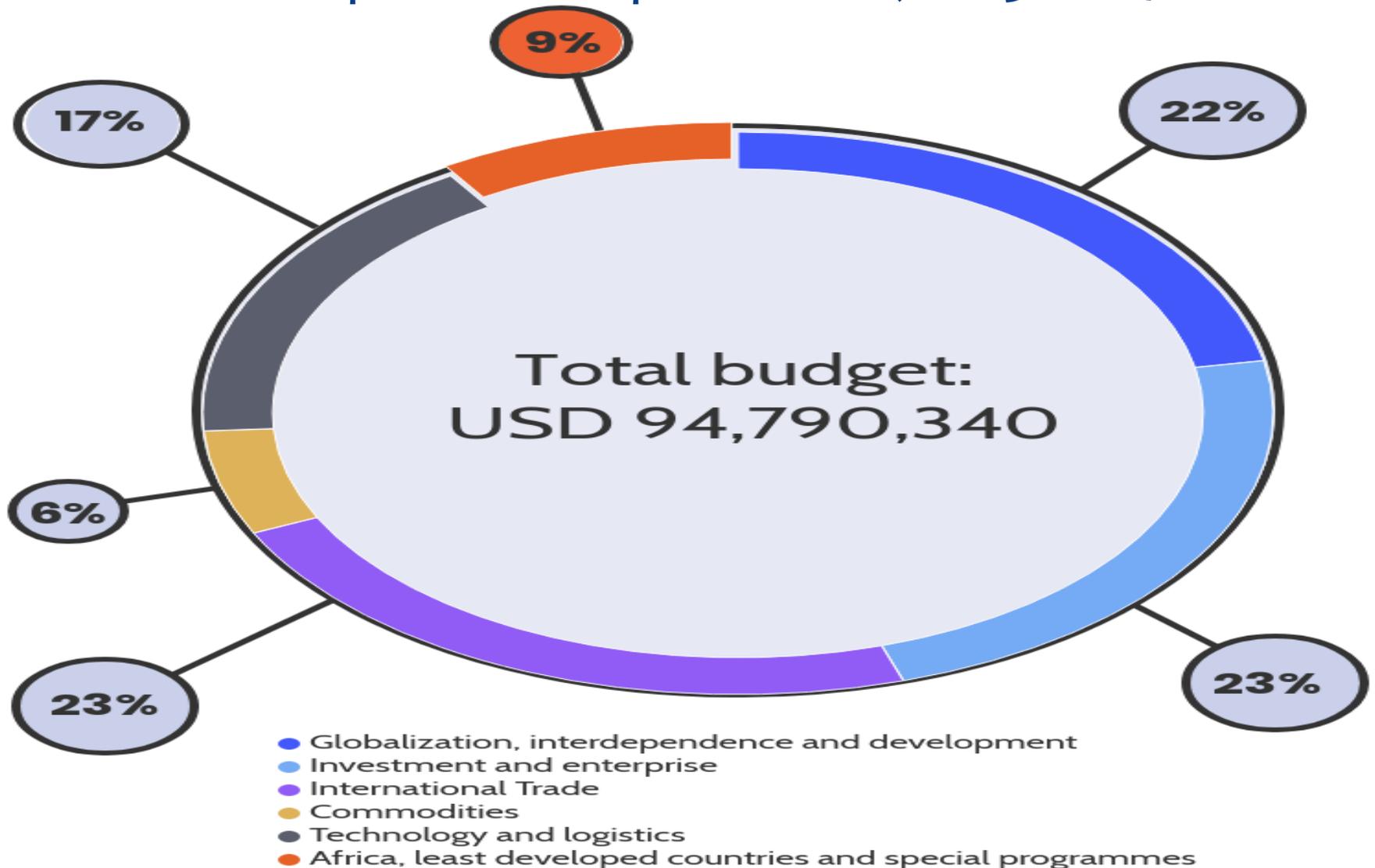
- * Human resources: The major expense
- * Small division, big responsibilities

Annual expenditure trend (\$000s)

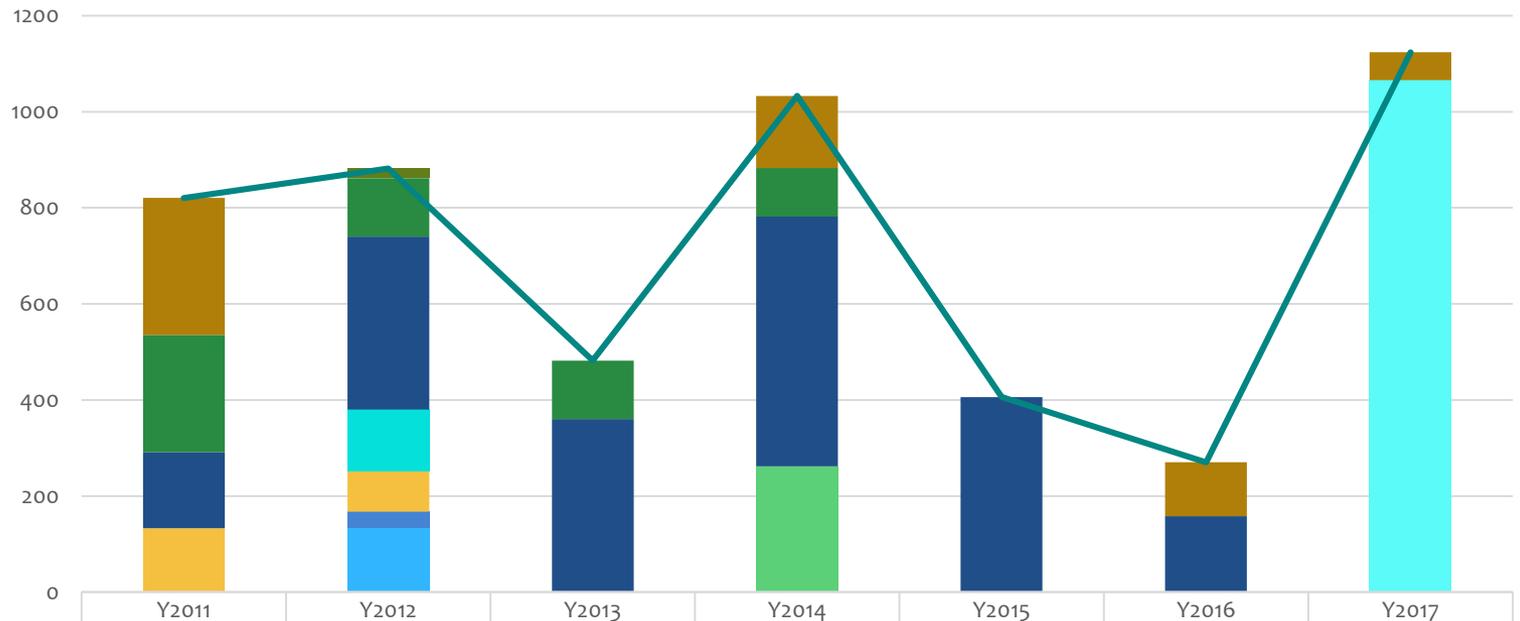


	Y2011	Y2012	Y2013	Y2014	Y2015	Y2016	Y2017
Grants out	0	13	33	256	264	133	207
Equipment, Vehicles and Furniture	112	118	157	218	264	276	187
Miscellaneous	6	0	41	0	45	69	17
Operating and Other Costs	0	0	0	0	120	385	158
Contractual services	7	4	19	3	49	0	0
Project support costs	7	4	19	3	49	0	0
Training (incl. Participant travel)	7	5	20	6	49	0	0
Travel (Staff)	4	4	13	0	0	21	49
Staff (incl. consultants)	6458	6010	5328	5794	5426	4693	5314
Total	6603	6160	5631	6280	6266	5579	5931

Share of Division on Africa, Least Developed Countries and Special Programmes in extrabudgetary technical cooperation expenditures, 2013–2017



Contributions and contributors



	Y2011	Y2012	Y2013	Y2014	Y2015	Y2016	Y2017
CFC	285	0	0	150	0	112	58
China	0	20	0	0	0	0	0
COMESA	244	122	122	101	0	0	0
EIF	158	360	360	520	406	158	0
European Union	0	0	0	0	0	0	1065
Finland	0	129	0	0	0	0	0
Norway	133	84	0	0	0	0	0
Public	0	0	0	0	0	0	1
The Netherlands	0	0	0	262	0	0	0
UNDP	0	34	0	0	0	0	0
World Bank	0	133	0	0	0	0	0
Grand Total	820	882	482	1033	406	270	1124

Total Contributions (2011-17) = US\$5.02M

Implementation rates as per Programme of Work

Source: IMDIS

	Excluding TC		Including TC	
	Total outputs	Implementation rate (%)	Total outputs	Implementation rate (%)
ALDC	106	104	164	119
DGDS	277	102	454	102
DIAE	303	104	531	114
DITC	297	106	443	109
DTL	199	114	347	115
TOTAL	1 650	104	2 424	108

Efficiency: Outputs/ inputs

- * Managing resources efficiently
 - * opportunities for adjustment and prioritization

Impacts & sustainability

Impact

OECD/ DAC results-chain



Significant impacts:

Contributions during 2013-17

- * AfCFTA
- * Ethiopia- Djibouti corridor
- * Fisheries in Uganda and Mozambique; Centres of Excellence in Mauritius and Vietnam
- * Angola, Bhutan and Laos integrated UNCTAD policy recommendations into their respective graduation strategies
- * Geographic Indications project in Laos and capacity development project in Ethiopia reportedly helped farmers improve their performance in exports markets for palm sugar and coffee respectively



Sustainability

❖ Follow-up and inadequate TA: A major issue

❖ Economic Development in Africa Report:

- ❖ Private sector dynamism (2013),
- ❖ Investment for transformative growth (2014),
- ❖ Services trade (2015),
- ❖ Debt dynamics and development finance (2016),
- ❖ Tourism (2017)
- ❖ Migration (2018).

❖ The Least Developed Countries Report:

- ❖ Growth with employment (2013),
- ❖ Post-2015 development agenda (2014),
- ❖ Transforming rural economies (2015),
- ❖ Path to graduation (2016).



Partnerships & Cooperation

Partnerships & Cooperation

- * Steps to promote collaboration:
 - * Interdivisional publications committee at UNCTAD,
 - * Proposed joint publication of Economic Development Report with UNECA,
 - * Train for Trade project in Angola, and most notably,
 - * The UN Inter-Agency Cluster on Trade and Productive Capacity
- * Better at forging partnerships with direct beneficiaries
- * “Disadvantaged by not having ears to the ground”

Gender & human rights

Human rights & Gender equality

- * Numerous UN commitments
- * Reports increasingly highlight gender issues
- * Much more needs to be done

Table 3. Gender representation in staff

	ALDC			UNCTAD		
Staff:	M	F	All	M	F	All
Professional	60%	40%	25	66%	34%	335
General	14%	86%	7	24%	76%	149
Consultants	80%	20%	45	59%	41%	422
Total	52	25	77	531	375	906

Conclusions

SWOT analysis

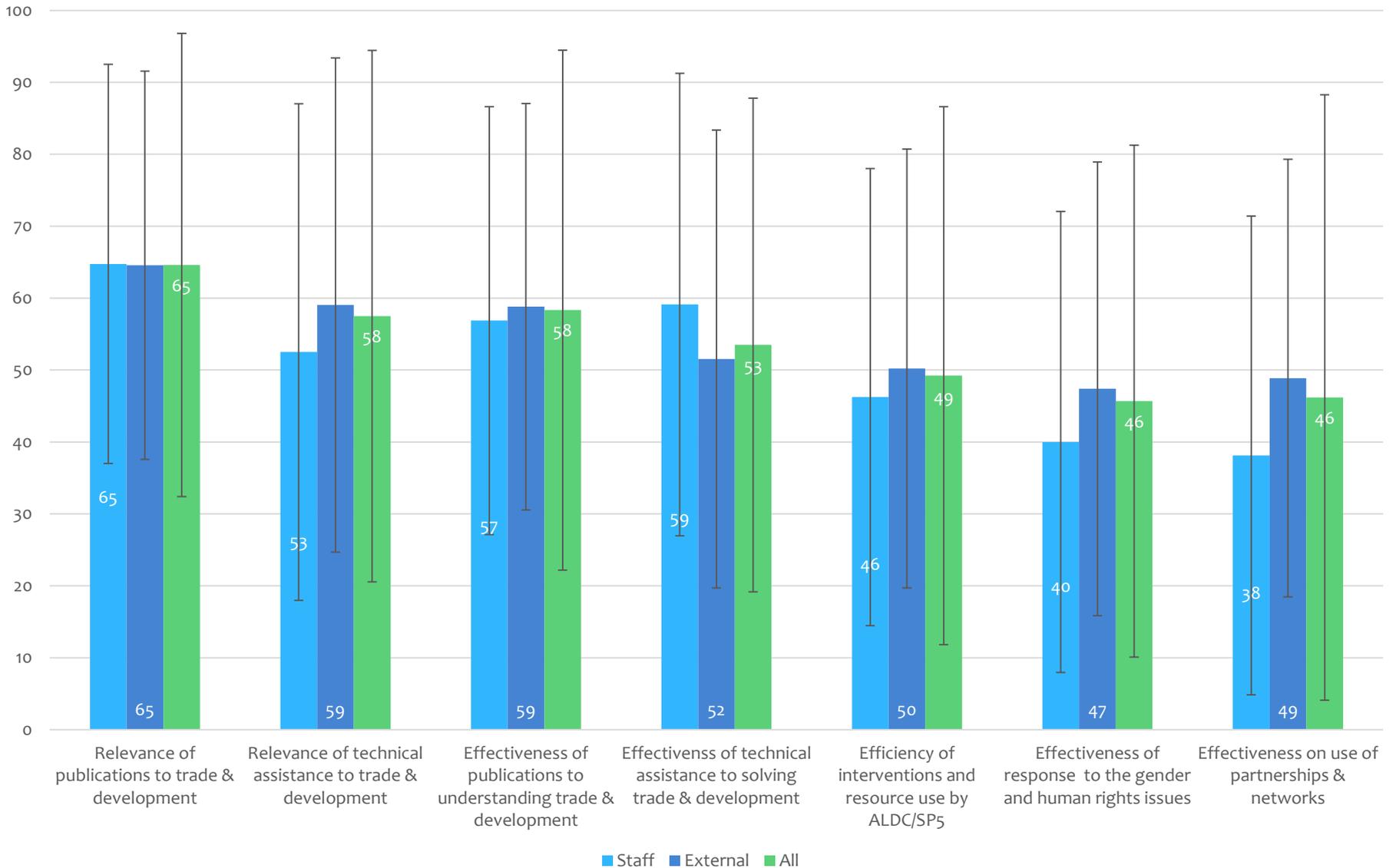
- * Quality of outputs
- * Impactful work

- * Inadequate resources
- * Follow up
- * M&E
- * Field presence

- * Portfolio rebalancing
- * Regional presence
- * UN reforms
- * Partnerships

- * Unmet needs
- * Sustainability

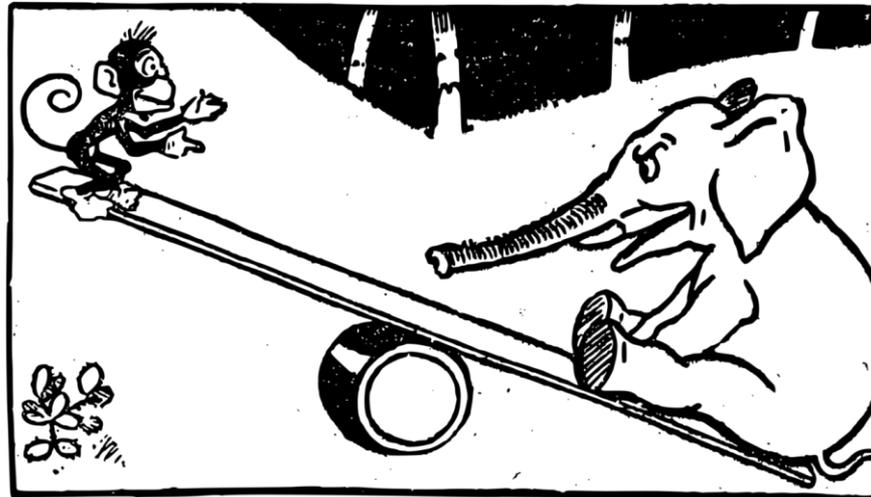
Ratings on various dimensions



Recommendations

1a

- Rebalancing the portfolio



1b

- Interdivisional resource allocations

2

- Sustainability considerations

This is how your baby gets the best protection



This is how the pertussis (whooping cough) vaccine works. The number of doses and when they are given depends on the vaccine.

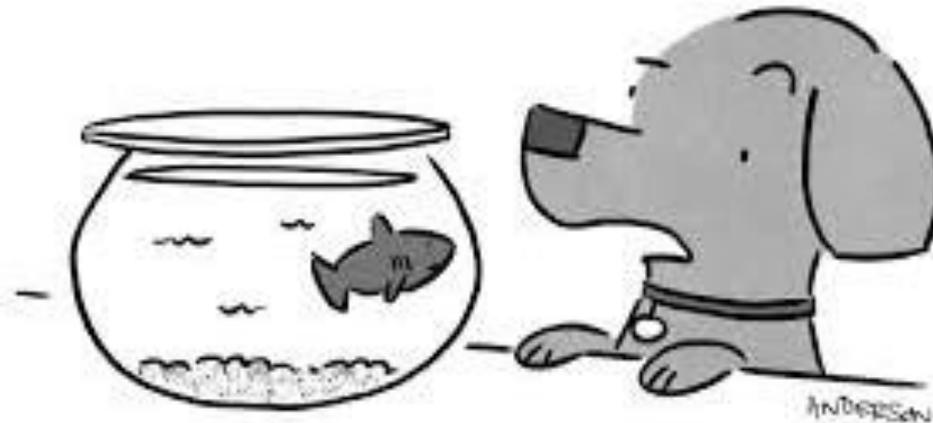
3

- Fundraising strategy



4

- Partnerships roadmap



"You make a good point; we both hate the cat. I'm just not sure what it is you'd bring to a partnership."

5

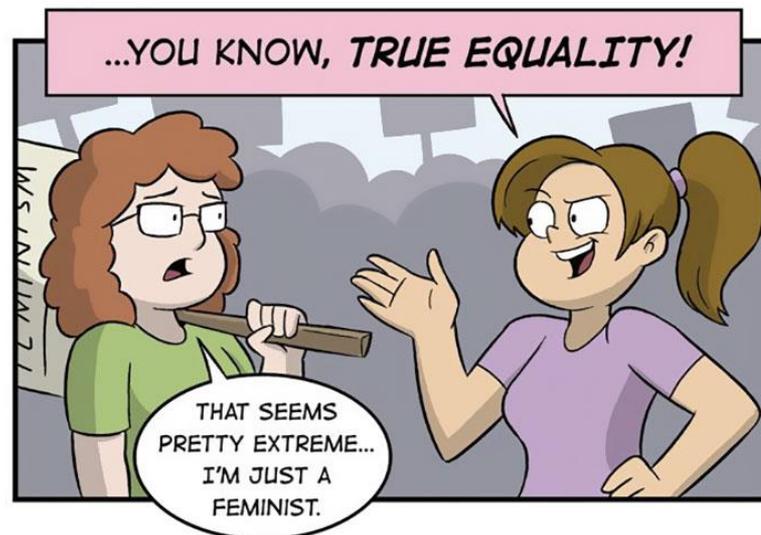
- Integration of regional office

6

- Measuring results more systematically

7

- HRGE considerations



OVERALL CONCLUSION

Substantial contribution
towards improving the
effectiveness of
stakeholder response to
current and emerging
challenges

Thank you!

Table 2. Outputs and manpower (2017): A comparison across divisions											
	ALDC		DGDS		DIAE		DITC		DTL		
	P	A	P	A	P	A	P	A	P	A	
Substantive servicing of meetings	21	21	38	38	74	74	60	66	24	29	
Parliamentary documentation	17	19	21	22	13	17	17	18	20	23	
Expert groups, rapporteurs, depository services	8	9	8	8	14	14	9	9	7	7	
Recurrent publications	6	6	4	4	10	15	36	39	4	4	
Non-recurrent publications	5	6	19	19	40	45	21	22	13	21	
Other substantive activities	43	45	174	186	135	138	135	143	100	115	
Advisory services	30	30	52	57	109	115	52	57	15	16	
Training courses, seminars and workshops	10	30	81	84	75	111	80	84	48	50	
Field projects			33	33	12	12	22	22	61	82	
Conference services, administration, oversight			3	3							
<i>Total outputs</i>	140	166	433	454	482	541	432	460	292	347	
<i>P: Programmed, A: Actual</i>											
<i>Self-reported work months (SWM) per IMDIS</i>		405		1181		1321		735		939	
<i>Staff (Source: HRMS UNCTAD):</i>											
P+			25		48		61		57	101	
GS			7		26		18		26	16	
<i>Permanent staff</i>			32		74		79		83	117	
Consultants			45		49		114		110	84	
Total staff			77		123		193		193	201	
<i>Adjusted total staff (ATS)</i>			43.25		86.25		107.5		110.5	138	
<i>SWM/ATS</i>			9.4		13.7		12.3		6.7	6.8	
<i>Lower bound (-10%)</i>			8.4		12.3		11.1		6.0	6.1	
<i>upper bound (10%)</i>			10.3		15.1		13.5		7.3	7.5	
<i>Note: ATS assumes consultants work 3month/year on an average.</i>											