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**Trade and Development Board
Working Party on the Programme Plan
and Programme Performance**

Eighty-fourth session

Geneva, 3–7 October 2022

Item 4 (b) of the provisional agenda

**External evaluation of UNCTAD
subprogramme 1: Globalization,
interdependence and development**

**External evaluation of UNCTAD subprogramme 1:
Globalization, interdependence and development**

Supporting materials*

Report by the Secretary-General of UNCTAD

* This document has not been formally edited.

Annex I

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Annex II

Member States survey

Evaluation of UNCTAD subprogramme on Globalization and Development Strategies (GDS)

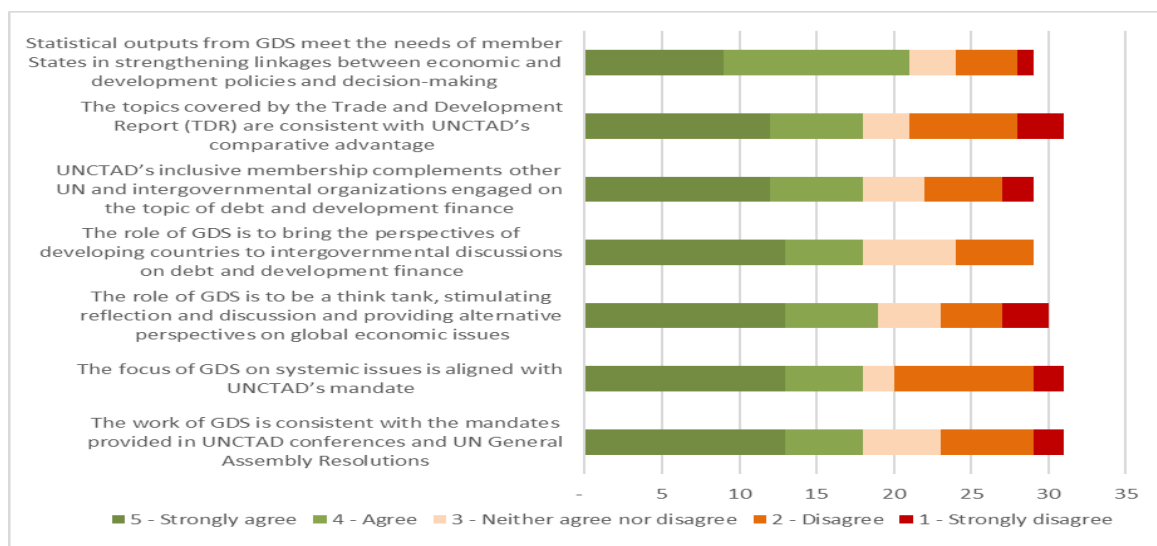
Welcome message

This survey forms part of the evaluation of the **UNCTAD Division 1 on Globalization and Development Strategies (GDS)**, which comprises the following areas of work: Macroeconomics and Development Planning (responsible for the flagship Trade and Development Report (TDR), Development Statistics and Information, Debt and Development Finance, Economic Cooperation and Integration among Developing Countries and Assistance to the Palestinian People. The period under evaluation is 2018-21.

This survey is only addressed to member states (one questionnaire per country) and asks them to indicate their level of agreement with a series of statements on the relevance, effectiveness and management of GDS work. The survey consists of only seven questions and none are mandatory. The responses are considered a key source of information for evaluating the work of the DGS from the perspective of the member states and the evaluation team is grateful for the contribution of each state to the evaluation process.

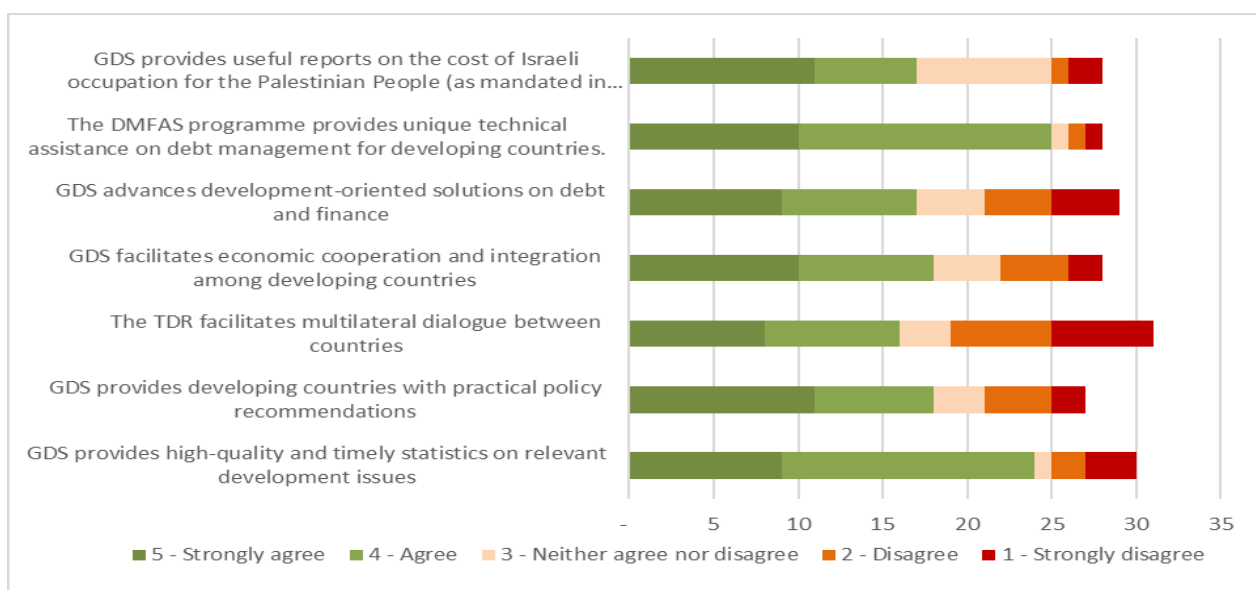
Survey

1. Please indicate your agreement with the following statements on the **relevance** of UNCTAD’s work on Globalization and Development Strategies (GDS)



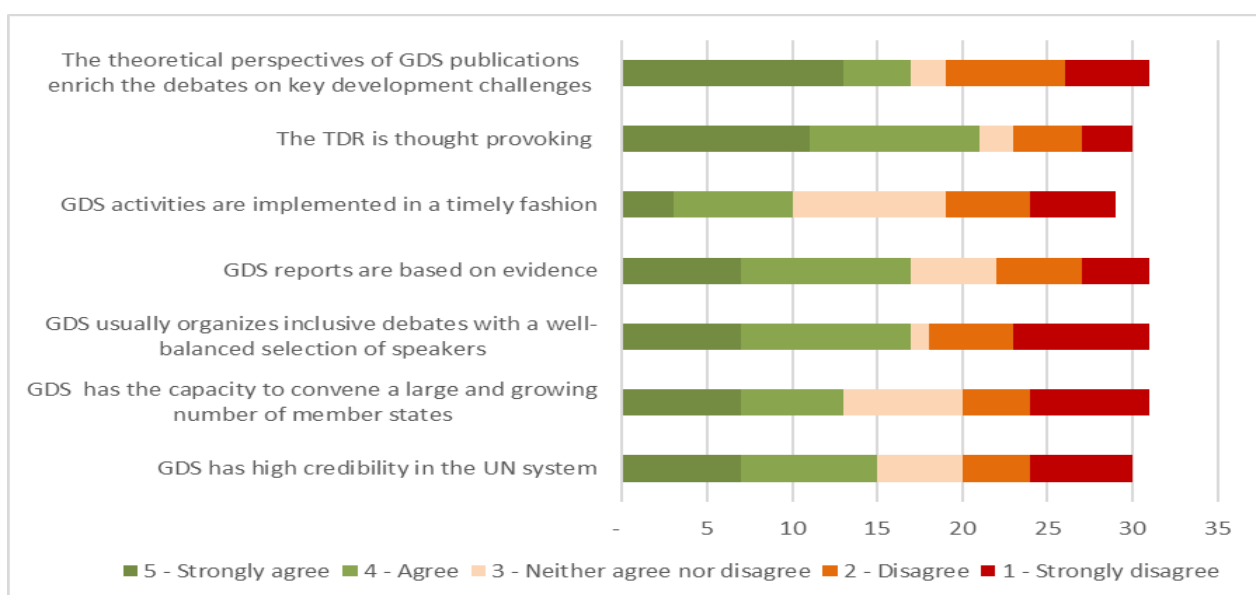
Please add any information that you consider relevant to complement the above responses on the relevance and conceptual clarity of GDS’ work.

2. Please comment on the following **achievements of GDS**



Please add any information that you consider relevant to complement the above responses on GDS’ achievements between 2018 and 2021.

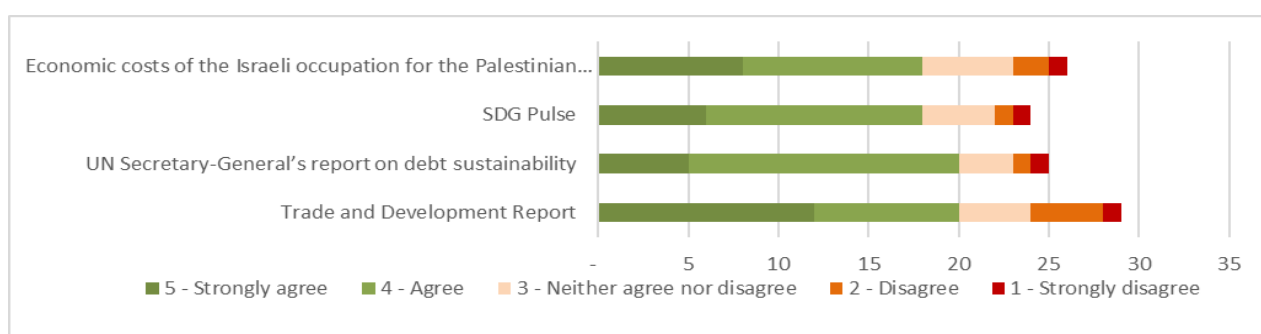
3. Please comment on the following **strengths of GDS work**



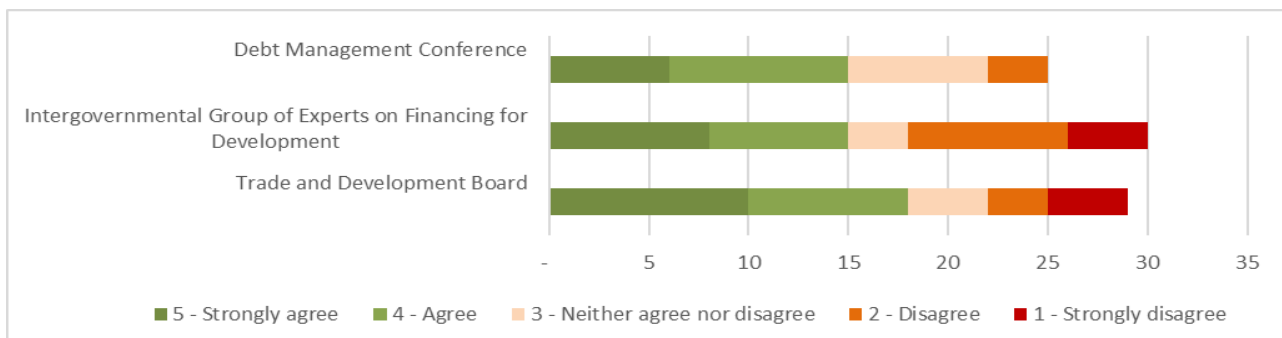
Please add any information that you consider relevant to complement the above responses on the strengths of GDS work.

4. Please comment on the **utility** of a selection GDS outputs:

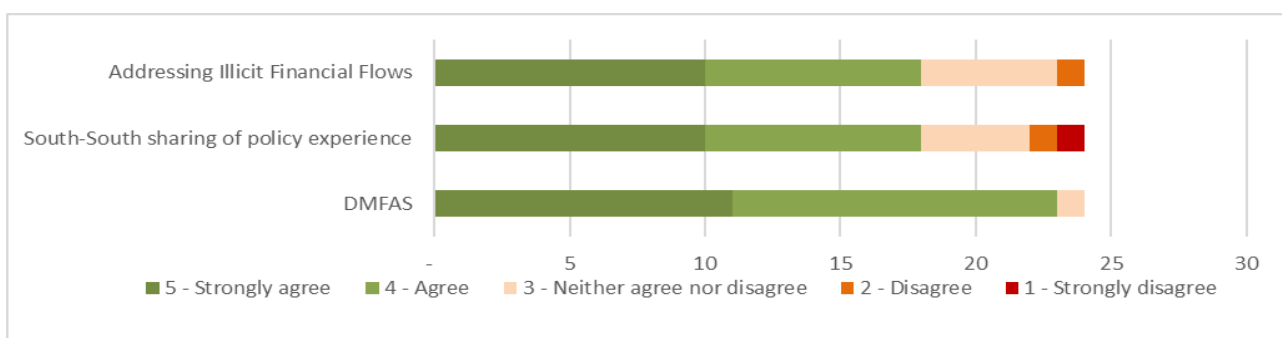
- The following publication have been very useful for UNCTAD’s research pillar



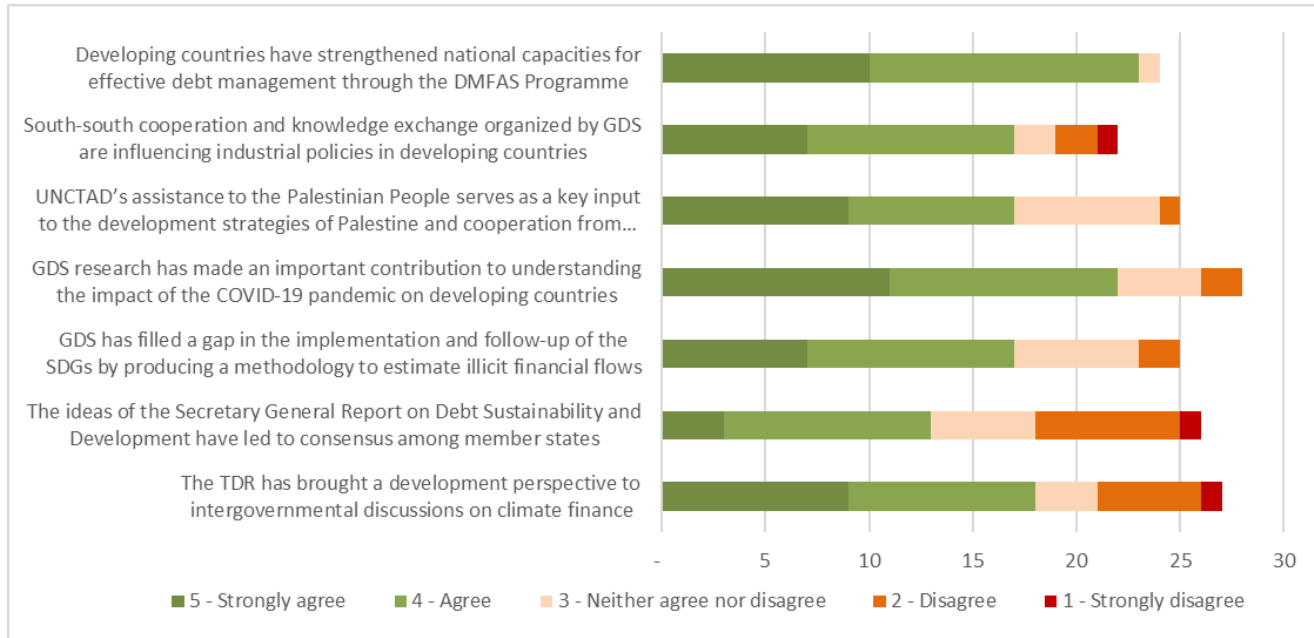
- The following meetings have been very useful for UNCTAD’s consensus-building pillar



- The following programmes have been very useful for UNCTAD’s technical cooperation pillar

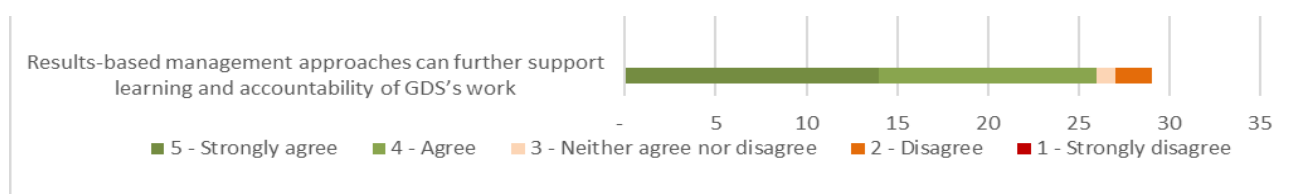
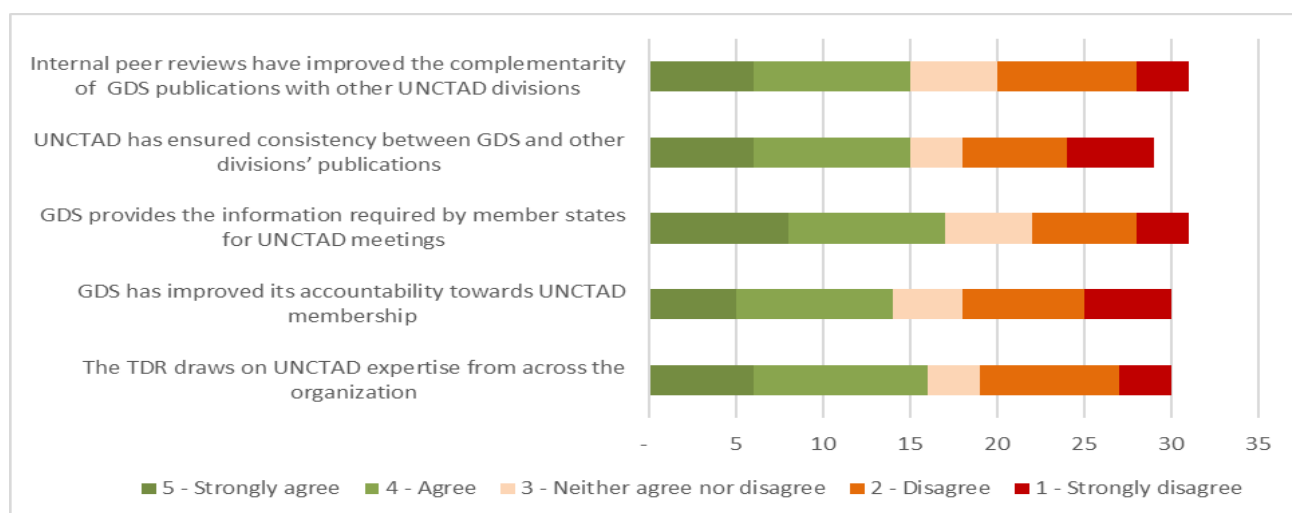


5. Please indicate the extent to which you agree with the following statements on impacts attributed GDS.



Please add any information that you consider relevant to complement the above responses on the impact of GDS’ work at the national and international level.

6. Please indicate your level of agreement with the following statements related to GDS management and the coherence of GDS work with overall UNCTAD work.



Please add any information that you consider relevant to complement the above responses on the relevance and conceptual clarity of the subprogramme.

7. Has your country benefitted from technical cooperation provided by DGS?

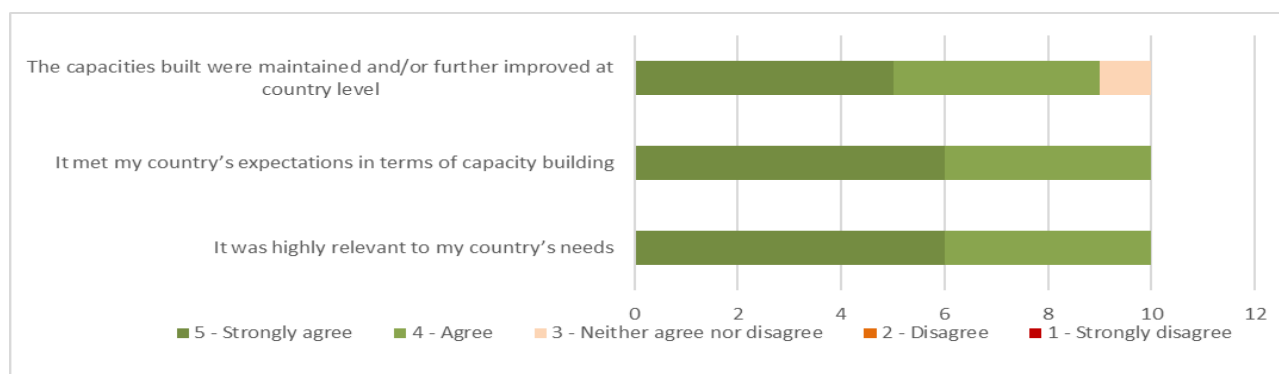
- Yes 10
- No 21

(Only displayed if response to question 7 is yes)

(a) Please indicate the area of work related to the technical assistance received in the framework of SP1

- Macroeconomics and Development Planning 4
- Debt Management 6
- Development Statistics 3
- Economic Cooperation and Integration 4
- Assistance to the Palestinian People Unit

(b) Please indicate your agreement with the following statements on the on the quality of GDS' technical cooperation.



Please add any information that you consider relevant to complement the above responses on the relevance, effectiveness and sustainability of the technical assistance provided.

8. Has your country benefitted from **advisory services** provided by GDS?

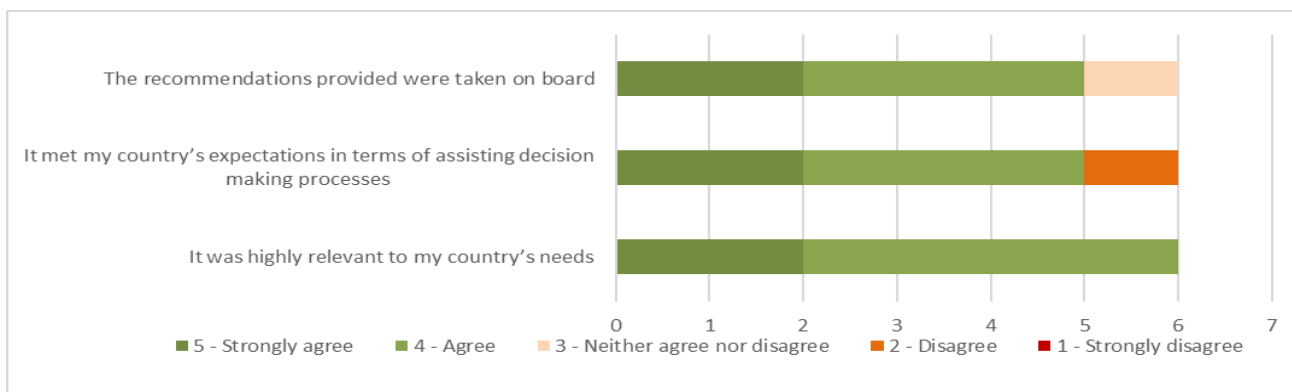
- Yes 8
- No 23

(Only displayed if response to Question 6 is yes)

(a) Please indicate the area of work related to the **advisory services** provided by GDS.

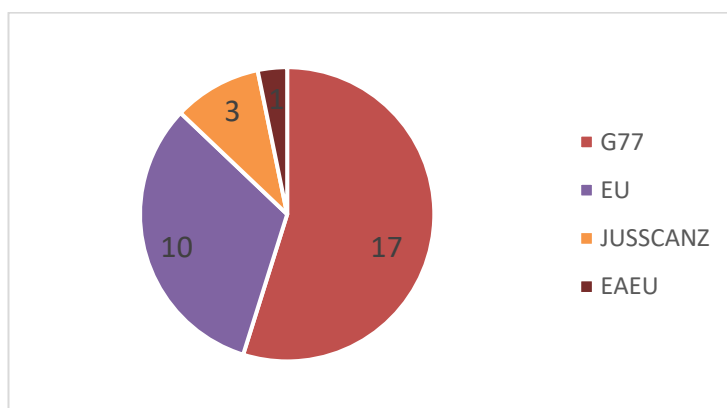
- Macroeconomics and Development Planning 5
- Debt Management 3
- Development Statistics 2
- Economic Cooperation and Integration 4
- Assistance to the Palestinian People Unit

(b) (Only displayed if response to Question 6 is yes) Please indicate your agreement with the following statements on the on the quality of **advisory services** provided.



Please add any information that you consider relevant to complement the above responses on the relevance, effectiveness and sustainability of the technical assistance provided.

9. Please select your country. Please note that responses to this question will be used for internal control purposes only and that no survey results will be associated with individual countries during the reporting of data.



Annex III

Computerized content analysis

Computerized content analysis is a research tool used to determine the extent to which an idea is embedded in a text by measuring the presence of series of words that form part of such an idea. Firstly, lists of key terms are extracted from paradigmatic texts, either automatically with the use of AI algorithms or manually, through human extraction. Then, big data algorithms are used to analyze text and measure the salience of such words as a proxy to the dissemination of the idea under analysis. The texts under analysis can be official documents, web content or conversations in social networks. These exercises can be combined with sentiment analysis that considers expressions of support or opposition that come along with key words. In this evaluation, CCA was used to inform the project assessment in terms of impact, internal consistency, alignment to the SDGs and incorporation of gender and human rights.

III.a. Global Green New Deal

Approach

Content analysis was used to assess the impact of SPI's GGND work by measuring the extent to which ideas pertaining to the GGND are embedded in the reports of COP decisions. This was done by (1) manually extracting terms that describe the GGND from the 2019 TDR; (2) measuring the salience of such words in the reports for each COP held since 1994 (see *Sources* below); and (3) observing trends and comparing with base lines.

Dictionary

GGND key terms

global green new deal	just transition	fiscal expansion
green new deal	lower conversion cost	state-led investment
constrain financial market	investment push	social spending
empower state	policy instrument	domestic resource mobilization
full employment	fiscal policy	policy space
regulate speculative capital	industrial policy	structural transformation
policy coordination	credit provision	increased liquidation
global economic stability	financial regulation	international funding
policy space	welfare policy	debt-for-nature swap
sovereign state	international trade and investment policy	complete control
national priority	international coordination	capital control
public realm	raising shares of labour income	regulation
massive investment	fiscal reflation	countercyclical management
monetary accelerator	progressive tax increase	paying tax
deflationary spiral	credit creation	illicit financial flow
accessing foreign technology	boost growth	distribute tax
multilateral system	fiscal multiplier	corporate profit tax
rules of the game	fiscal stimulus	public banking
leading role for the public sector	fiscal stimuli	development bank
massive wave of investment	public investment	regional bank

green investment	coordinated policy package	southern-led bank
extensive infrastructure	redistribution	riskier project

Source: 2019 TDR (UNCTAD, 2019k)

Sources

COP decision reports, 1994-2021

Session	Year	Location	Reference
1	1995	Berlin	https://unfccc.int/sites/default/files/resource/docs/cop1/07a01.pdf
2	1996	Geneva	https://unfccc.int/sites/default/files/resource/docs/cop2/15a01.pdf
3	1997	Kyoto	https://unfccc.int/sites/default/files/resource/docs/cop3/07a01.pdf
4	1998	Buenos Aires	https://unfccc.int/sites/default/files/resource/docs/cop4/16a01.pdf
5	1999	Bonn	https://unfccc.int/sites/default/files/resource/docs/cop5/06a01.pdf
6.1	2000	The Hague	https://unfccc.int/sites/default/files/resource/docs/cop6/05a02.pdf
6.2	2001	Bonn	https://unfccc.int/sites/default/files/resource/docs/cop6secpart/05a01.pdf
7	2001	Marrakesh	https://unfccc.int/sites/default/files/resource/docs/cop7/13a01.pdf
8	2002	New Delhi	https://unfccc.int/sites/default/files/resource/docs/cop8/07a01.pdf
9	2003	Milan	https://unfccc.int/sites/default/files/resource/docs/cop9/06a01.pdf
10	2004	Buenos Aires	https://unfccc.int/sites/default/files/resource/docs/cop10/10a01.pdf
11	2005	Montreal	https://unfccc.int/sites/default/files/resource/docs/2005/cop11/eng/05a01.pdf
12	2006	Nairobi	https://unfccc.int/sites/default/files/resource/docs/2006/cop12/eng/05a01.pdf
13	2007	Bali	https://unfccc.int/sites/default/files/resource/docs/2007/cop13/eng/06a01.pdf
14	2008	Poznan	https://unfccc.int/sites/default/files/resource/docs/2008/cop14/eng/07a01.pdf
15	2009	Copenhagen	https://unfccc.int/sites/default/files/resource/docs/2009/cop15/eng/11a01.pdf
16	2010	Cancun	https://unfccc.int/sites/default/files/resource/docs/2010/cop16/eng/07a01.pdf
17	2011	Durban	https://unfccc.int/sites/default/files/resource/docs/2011/cop17/eng/09a02.pdf
18	2012	Doha	https://unfccc.int/sites/default/files/resource/docs/2012/cop18/eng/08a03.pdf
19	2013	Warsaw	https://unfccc.int/sites/default/files/resource/docs/2013/cop19/eng/10a01.pdf
20	2014	Lima	https://unfccc.int/sites/default/files/resource/docs/2014/cop20/eng/10a01.pdf
21	2015	Paris	https://unfccc.int/sites/default/files/resource/docs/2015/cop21/eng/10a03.pdf
22	2016	Marrakech	https://unfccc.int/sites/default/files/resource/docs/2016/cop22/eng/10a01.pdf
23	2017	Bonn	https://unfccc.int/sites/default/files/resource/docs/2017/cop23/eng/11a02.pdf
24	2018	Katowice	https://unfccc.int/sites/default/files/resource/10a1.pdf
25	2019	Madrid	https://unfccc.int/sites/default/files/resource/cp2019_13_a02E.pdf
26	2021	Glasgow	https://unfccc.int/sites/default/files/resource/cp2021_01_adv..pdf

Results

Below are the data from the computerized content analysis of all 26 UN Climate Change Conference reports. The analysis assessed the salience of the above terms and detected six, with a total count of 21 as follows: national priorities (2); just transition (5); fiscal policies (1); public investment (2); regulation (3); and development bank (8).

Occurrence of 2019 TDR key terms per COP report

COP Session	year	City	Words (number)	TDR keywords' occurrences (number)	TDR keywords' occurrences (per 1,000 words)
1	1995	Berlin	15030	3	0.199600798
2	1996	Geneva	17861	10	0.559879066
3	1997	Kyoto	15829	0	0
4	1998	Buenos Aires	15964	1	0.062640942
5	1999	Bonn	13403	0	0
6.1	2000	The Hague	8147	1	0.122744569
6.2	2001	Bonn	15705	3	0.191021968
7	2001	Marrakesh	20286	3	0.147885241
8	2002	New Delhi	11266	2	0.177525297
9	2003	Milan	18643	2	0.107278871
10	2004	Buenos Aires	7683	1	0.130157491

11	2005	Montreal	8361	0	0
12	2006	Nairobi	5849	0	0
13	2007	Bali	18096	3	0.165782493
14	2008	Poznan	4539	0	0
15	2009	Copenhagen	10464	0	0
16	2010	Cancun	12497	5	0.400096023
17	2011	Durban	19593	2	0.102077272
18	2012	Doha	11039	6	0.543527493
19	2013	Warsaw	14045	0	0
20	2014	Lima	22880	5	0.218531469
21	2015	Paris	9336	2	0.214224507
22	2016	Marrakech	16121	7	0.43421624
23	2017	Bonn	8114	4	0.492975105
24	2018	Katowice	18719	11	0.587638229
25	2019	Madrid	12560	1	0.079617834
26	2021	Glasgow	27493	21	0.763830793

III.b. Alignment to mandate, SDGs, gender and human rights

Approach

Computerized content analysis was used to assess SPI's *alignment to the SDGs*, its *internal consistency* and its *incorporation of gender and human rights*. This was done by first compiling dictionaries of terms by manual extraction. For SDG alignment, key terms were taken from the UNStats (2022) website; for internal consistency, terms were taken from UNCTAD's Nairobi Maafikiano (UNCTAD, 2016b) and Bridgetown Covenant (UN, 2021f); and for incorporation of gender and human rights, terms were taken from international guidelines published by UNCTAD (2021i) and the OECD (2006), respectively. Once the dictionaries were compiled the occurrence of the terms was counted in multiple editions of four key SPI publications (see *Sources* below).

Dictionaries

The following are lists of key terms used for the content analyses to assess SPI's alignment with the SDGs, its internal consistency and its incorporation of gender and human rights.

Dictionary of key terms, SDG alignment

SDG	Key terms	
1. No poverty	SDG1	poor
	poverty	vulnerable
	end poverty	
2. Zero hunger	SDG2	nutrition
	hunger	improved nutrition
	end hunger	agriculture
	food	sustainable agriculture
	food security	
3. Good health and well-being	SDG3	well-being
	healthy	health
	healthy life	
4. Quality education	SDG4	quality education
	education	learning
	inclusive education	learning opportunities
	equitable education	lifelong learning opportunities
5. Gender Equality	SDG5	women
	gender	girl
	gender equality	empower women
6. Clean water and sanitation	SDG6	water management

SDG	Key terms	
	water	sanitation management
	sanitation	sustainable sanitation management
	water availability	sustainable water management
	sanitation availability	
7. Affordable and clean energy	SDG7	reliable energy
	energy	sustainable energy
	access to energy	modern energy
	affordable energy	
8. Decent work and economic growth	SDG8	employment
	growth	full employment
	economic growth	productive employment
	sustained economic growth	work
	inclusive economic growth	decent work
	sustainable economic growth	
	employment	
9. Industry, innovation and infrastructure	SDG9	inclusive industrialization
	infrastructure	sustainable industrialization
	resilient infrastructure	innovation
	industrialization	foster innovation
10. Reduced inequalities	SDG10	
	inequality	
	reduce inequality	
11. Sustainable cities and communities	SDG11	sustainable cities
	cities	inclusive human settlement
	human settlement	safe human settlement
	inclusive cities	resilient human settlement
	safe cities	sustainable human settlement
	resilient cities	
12. Responsible consumption and production	SDG12	production patterns
	consumption	sustainable consumption
	production	sustainable production patterns
13. Climate action	SDG13	climate change impacts
	climate	combat climate change
	climate change	
14. Life below water	SDG14	seas
	oceans	marine resources
15. Life on land	SDG15	combat desertification
	terrestrial ecosystems	land degradation
	forests	biodiversity
	desertification	biodiversity loss
16. Peace, justice and strong institutions	SDG16	institutions
	peaceful societies	effective institutions
	inclusive societies	accountable institutions
	justice	inclusive institutions
	access to justice	
17. Partnerships for the goals	SDG17	
	Global Partnership	
	Sustainable Development	

Source: unstats.un.org, 2022

Dictionary of key terms, gender

gender	women	sex
gender equality	woman	disaggregated by text
gender disaggregated	female	women's rights

disaggregated by gender	girls	women's empowerment
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Source: UNCTAD, 2021

Dictionary of key terms, human rights

Human rights	protection	accountability
Human rights mainstreaming	human dignity	rule of law
right-based approach	rights of the child	duty-bearers
Universal Declaration	children's rights	rights-holders
Equality	civil rights	accountability
Non-discrimination	political rights	rule of law
participation	fundamental freedoms	duty-bearers
inclusion	women's rights	rights-holders

Source: OECD, 2006

Sources

The publications used to assess internal consistency, SDG alignment and incorporation of gender and HR were the following:

- Trade and Development Report, 2017-2021 (UNCTAD, 2017b, 2018m, 2019l, 2020q, 2021k)
- Handbook of Statistics, 2017-2021 (UNCTAD, 2017b, 2018e, 2019g, 2020g, 2021d)
- Report on the Economic Costs of the Israeli Occupation for the Palestinian people, 2018-2021 (UN, 2018a, 2019a, 2020a, 2021a)
- Report on External Debt Sustainability and Development, 2017-2020 (UN, 2017b, 2018b, 2019b, 2020b)

Results

The following tables displays results from the content analysis of SDG alignment, internal consistency and incorporation of gender and human rights.

Frequency of SDG terms, per SPI report

<i>Report</i>	<i>Frequency (per 1000 words)</i>																			
<i>Series</i>	<i>Year</i>	<i># words</i>	<i>SDG1</i>	<i>SDG2</i>	<i>SDG3</i>	<i>SDG4</i>	<i>SDG5</i>	<i>SDG6</i>	<i>SDG7</i>	<i>SDG8</i>	<i>SDG9</i>	<i>SDG 10</i>	<i>SDG 11</i>	<i>SDG 12</i>	<i>SDG 13</i>	<i>SDG 14</i>	<i>SDG15</i>	<i>SDG16</i>	<i>SDG 17</i>	<i>2030 Agenda</i>
TDR	2021	114139	0.832	1.603	0.421	0.140	0.026	0.333	1.305	4.021	0.815	0.280	0.044	1.235	5.055	0.009	0.079	0.368	0.245	16.813
TDR	2020	96436	0.415	0.529	0.830	0.083	0.104	0.062	0.601	7.528	0.446	0.871	0.031	0.788	0.166	0.021	0.021	0.581	0.073	13.149
TDR	2019	119987	0.325	0.317	0.208	0.142	0.033	0.050	1.050	4.542	1.208	0.142	0.008	0.558	0.808	0.025	0.008	0.950	0.408	10.785
TDR	2018	95801	0.355	0.209	0.157	0.292	0.010	0.595	0.365	5.438	6.096	0.658	0.073	1.670	0.271	0.010	0.000	0.303	0.146	16.649
TDR	2018-21	426363	0.488	0.685	0.394	0.162	0.042	0.251	0.863	5.280	2.029	0.460	0.038	1.041	1.679	0.016	0.028	0.565	0.230	14.251
TDR	2017 baseline	120849	0.728	0.223	0.240	0.463	2.896	0.083	0.132	9.028	1.241	2.127	0.008	1.109	0.132	0.000	0.000	0.720	0.149	19.280
Handbook Statistics	2021	19678	0.102	1.169	0.000	0.000	0.051	0.051	0.000	6.149	0.000	0.203	0.102	0.559	0.000	0.000	0.000	0.102	0.102	8.588
Handbook Statistics	2020	19828	0.151	1.160	0.000	0.000	0.050	0.050	0.000	6.203	0.000	0.202	0.101	0.605	0.000	0.000	0.000	0.101	0.050	8.675
Handbook Statistics	2019	20040	0.200	1.048	0.000	0.000	0.050	0.050	0.000	6.437	0.000	0.200	0.050	0.549	0.000	0.000	0.000	0.100	0.050	8.733
Handbook Statistics	2018	19107	0.157	1.256	0.000	0.000	0.157	0.052	0.000	6.908	0.052	0.209	0.052	0.628	0.000	0.000	0.000	0.052	0.052	9.578
Handbook Statistics	2018-2021	78653	0.153	1.157	0.000	0.000	0.076	0.051	0.000	6.421	0.013	0.203	0.076	0.585	0.000	0.000	0.000	0.089	0.064	8.887
Handbook Statistics	2017	18930	0.158	1.109	0.000	0.000	0.211	0.053	0.000	6.709	0.053	0.211	0.000	0.581	0.000	0.000	0.000	0.053	0.000	9.139
Costs of occupation	2021	7769	14.802	0.129	0.000	0.129	0.129	0.257	0.129	8.495	0.257	0.644	0.515	1.545	0.000	0.000	0.000	0.000	0.000	27.031
Costs of occupation	2020	7868	9.914	0.508	0.127	0.254	0.000	1.144	0.000	5.592	0.763	0.127	0.000	2.161	0.000	0.000	0.000	0.127	0.000	20.717
Costs of occupation	2019	8394	0.357	0.238	0.477	0.238	0.000	0.357	0.238	0.715	0.000	0.000	0.000	0.477	0.000	0.000	0.000	0.357	0.715	4.170
Costs of occupation	2018	3621	0.000	2.209	0.000	0.276	0.000	1.381	0.552	1.933	0.276	0.000	0.000	0.552	0.000	0.000	0.000	0.276	0.276	7.733
Costs of occupation	2018-2021	27652	7.088	0.542	0.181	0.217	0.036	0.687	0.181	4.448	0.325	0.217	0.145	1.266	0.000	0.000	0.000	0.181	0.253	15.767
Costs of occupation	2017	NA																		
Debt report	2021	NA																		
Debt report	2020	8728	0.344	0.000	0.917	0.000	0.000	0.000	0.000	0.687	0.000	0.000	0.000	0.115	0.115	0.000	0.000	0.115	0.458	2.750
Debt report	2019	8318	0.601	0.120	0.120	0.120	0.000	0.000	0.000	3.006	0.361	0.000	0.000	0.120	0.361	0.000	0.000	0.481	1.924	7.213
Debt report	2018	7940	0.378	0.252	0.126	0.000	0.000	0.000	0.000	5.668	0.126	0.000	0.000	0.126	1.008	0.000	0.000	0.252	2.519	10.453
Debt report	2018-2020	24986	0.440	0.120	0.400	0.040	0.000	0.000	0.000	3.042	0.160	0.000	0.000	0.120	0.480	0.000	0.000	0.280	1.601	6.684
Debt report	2017	7616	0.263	0.000	0.131	0.000	0.000	0.000	0.000	2.363	0.131	0.000	0.000	0.131	0.000	0.000	0.000	0.131	1.444	4.596

Frequency of mandate, gender and human rights terms per SPI report

<i>Report</i>		<i>Frequency (per 1000 words)</i>				
<i>Series</i>	<i>Year</i>	<i># words</i>	<i>Mandate</i>	<i>Gender</i>	<i>Human Rights</i>	
TDR	2021	114139	12.87027221	0.026283742	0.420539868	
TDR	2020	96436	11.52059397	0.103695715	0.362935004	
TDR	2019	119987	17.43522215	0.033336945	0.391709102	
TDR	2018		15.6574566	0.010438304	0.605421655	
TDR	2018-21	426363	14.47592779	0.042217547	0.440938824	
TDR	2017 baseline	120849	8.150667362	3.00374848	1.737705732	
Handbook Statistics	2021	19678	12.90781583	0.457363553	0.101636345	
Handbook Statistics	2020	19828	12.50756506	0.403469841	0	
Handbook Statistics	2019	20040	11.82634731	0.299401198	0	
Handbook Statistics	2018	19107	12.1944837	1.099073638	0	
Handbook Statistics	2018-2021	78653	12.35807916	0.559419221	0.025428146	
Handbook Statistics	2017	18930	12.15002641	1.16217644	0	
Costs of occupation	2021	7769	1.158450251	0.128716695	0.257433389	
Costs of occupation	2020	7868	1.906456533	0.127097102	0.254194204	
Costs of occupation	2019	8394	3.216583274	0	0.119132714	
Costs of occupation	2018	3621	2.209334438	0	0.55233361	
Costs of occupation	2018-2021	27652	2.133661218	0.072327499	0.253146246	
Costs of occupation	2017	NA				
Debt report	2021	NA				
Debt report	2020	8728	55.68285976	0	0.687442713	
Debt report	2019	8318	55.90286126	0	0.360663621	
Debt report	2018	7940	50	0	0.377833753	
Debt report	2018-2020	24986	53.95021212	0	0.480268951	
Debt report	2017	7616	48.05672269	0	0	

Annex IV

Evaluation terms of reference

Introduction and purpose

1. At the 78th Working Party session in September 2019, Member States requested a new evaluation cycle of the 5 subprogrammes, starting with the evaluation of subprogramme 1 after UNCTAD 15.
2. Regular evaluation of each subprogramme is also required for all entities of the United Nations Secretariat, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME)¹. For instance, Rule 107.3 states that “programme managers shall:
 - Assess the quality and relevance of the outputs of each subprogramme and their usefulness to the users;
 - Compare the situation existing at the start of the implementation of each subprogramme and what remains to be done in order to ascertain the extent to which a subprogramme has attained its objective; and
 - Analyse the extent to which the objectives of the programme have been attained and the impact of the totality of subprogrammes implemented in the context of the programme.”
3. To this end, the evaluation is expected to help UNCTAD identify key lessons on strategic positioning, portfolio planning, management arrangements and programme implementation that will provide a useful basis for improved subprogramme design, coordination and delivery.
4. The evaluation report will be presented to the 84th session of the Working Party (October 2022) for its consideration and discussion, and the implementation of related evaluation recommendations will be reported upon in subsequent years.

Subject of the evaluation

The SP1 Programme and Structure²

5. The objective of the subprogramme is to advance inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels and to achieve progress towards a durable solution to the financing problems of developing countries, as well as closing economic and social gaps between developing countries and developed ones, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation.
6. The objective of the subprogramme is aligned with Sustainable Development Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (reduce inequality within and among countries), Goal 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,

¹ ST/SGB/2018/3, 1 June 2018.

² This section is based on the Proposed programme budget for 2021, document symbol: A/75/6 (Sect.12).

accountable and inclusive institutions at all levels) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

7. To contribute to the objective of the subprogramme, the work of the subprogramme centres on identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through its three pillars, namely research and analysis, intergovernmental deliberations and technical cooperation. The programme of work is presently implemented in accordance with the strategy detailed under subprogramme 1 of programme 10 of the United Nations strategic framework for the year 2021³. The programme of work is grounded in the mandates given by members States in UNCTAD's quadrennial conferences⁴ and other relevant General Assembly resolutions.

8. The subprogramme has five main areas of work:

- The subprogramme supports developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels to meet the challenges of globalization and of Sustainable Development Goal implementation. This work contributes towards better understanding of the coherence between international economic rules, practices and processes and national policies and development strategies. Past results in this area include the introduction of “policy space” into the framing of the interdependence challenge and the reframing of the debate and formulation by the subprogramme of the idea of a Global Green New Deal to enhance policy coordination for global growth and sustainable development.
- The subprogramme also provides high-quality and timely statistics and supports the efforts of developing countries to develop their national statistical systems by providing technical assistance and capacity-building programmes. This work is expected to result in strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States.
- The subprogramme promotes stronger cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, including through the provision of important contributions on debt and debt sustainability and on addressing systemic issues for the report of the Inter-Agency Task Force on Financing for Development. The subprogramme also focuses on the challenges to short and long-term debt sustainability in developing countries and on sustainable domestic and international financial resource mobilization for development and the implementation of Sustainable Development Goals 16 and 17 to facilitate progress on debt and development finance issues. In addition, the subprogramme provides technical assistance, training and support for developing countries in support of strengthened national capacities for effective debt management.
- The subprogramme undertakes research and analysis on trends and prospects for closer cooperation and integration among developing countries, and also provides technical assistance and disseminates best practices in order to increase the understanding of developing countries of the global economic environment and of policy choices for inclusive and sustained development.
- In response to the mandates given by the General Assembly in its resolutions 74/10, on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and 74/117, on assistance to the Palestinian people, the subprogramme supports the Palestinian people, in line with paragraph 55 (dd) of the Nairobi Maafikiano.

³ Ibid, [https://undocs.org/A/75/6\(Sect.12\)](https://undocs.org/A/75/6(Sect.12)).

⁴ The [Bridgetown Covenant](#) was adopted on 6 October 2021 at UNCTAD 15 and follows the [Nairobi Maafikiano](#) that was adopted on 22 July 2016.

9. Substantive responsibility for Subprogramme 1 is vested in the Division on Globalization and Development Strategies (DGDS). The Division is broadly organized into four branches of work: (a) Macroeconomic and development policies; (b) Debt and development finance; (c) Development statistics and information; and (d) Economic cooperation and integration among developing countries. Annex I contains the logical framework of the subprogramme for the 2018–2019 biennium as an example.

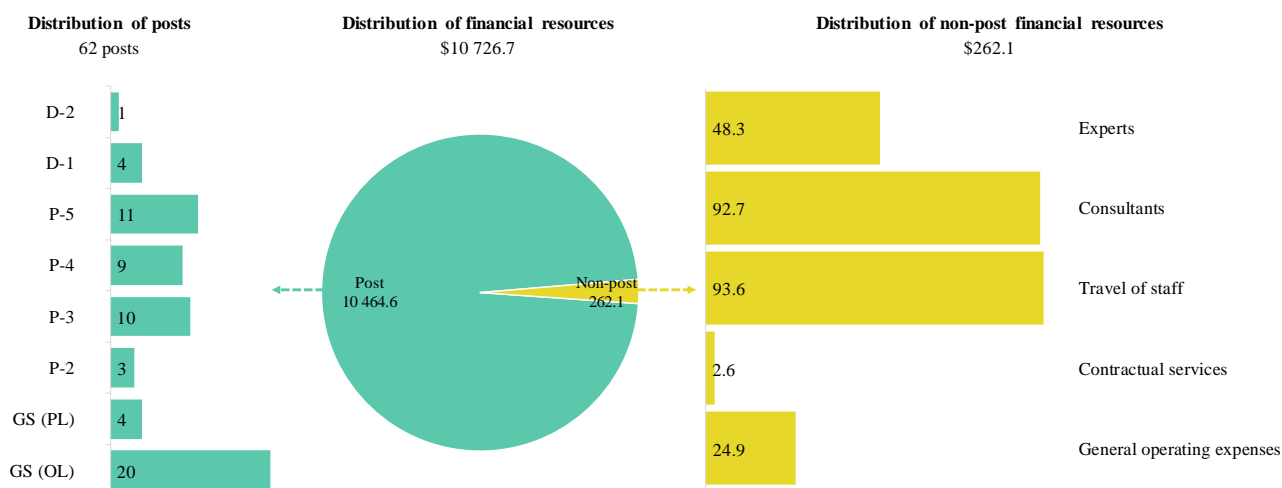
Resources and delivery

10. The regular budget resources for the period 2018 – 2021 are presented in Table 1 below, while Figure 1 presents the breakdown of resources by post and non-post categories:

Table 1
Regular budget - Evolution of financial and post resources (Thousands of United States dollars/number of post)

	<i>Post</i>	<i>Non Post</i> ⁵	<i>Total</i>
2018 ⁶	10 488.5	245.2	10 733.7
2019 ⁷	10 544.9 (63 posts)	232.4	10 777.3
2020	10 011.5 (62 posts)	113.9	10 125.4
2021 ⁸	11 504.9 (62 posts)	172.4	11677.6

Figure 1
Distribution of regular budget resources for Subprogramme 1 for 2021 (number of posts/thousands of United States dollars)



⁵ Comprises funds for General Temporary Assistance, Experts, Consultants, Travel of Staff and Contractual Services, and excludes General Operating Expenses.

⁶ Prior to 2020, the programme budget for secretariat entities was prepared for a biennium. Hence for 2018 – 2019, the number of posts is 63 for the biennium. The Programme budget and plan for the biennium 2018 – 2019 is presented in document A/72/6 (Sect. 12), [https://undocs.org/A/72/6\(Sect.12\)](https://undocs.org/A/72/6(Sect.12)). Expenditure figures for 2018 extracted from the Proposed programme budget for 2020, Document symbol: A/74/6 (Sect. 12), [https://undocs.org/a/74/6\(Sect.12\)](https://undocs.org/a/74/6(Sect.12)).

⁷ Expenditure figures for 2019 extracted from the Proposed programme budget for 2021, Document symbol: A/75/6 (Sect. 12), [https://undocs.org/A/75/6\(Sect.12\)](https://undocs.org/A/75/6(Sect.12)).

⁸ Expenditure figure for 2020 and approved allocation for 2021 extracted from the Proposed programme budget for 2022, Document symbol: A/76/6 (Sect. 12), [https://undocs.org/a/76/6\(Sect.12\)](https://undocs.org/a/76/6(Sect.12)).

Source: Proposed programme budget for 2021 (Section 12)

11. For 2021, extrabudgetary resources for the subprogramme are estimated at \$5,013,000. Extrabudgetary resources support activities such as:

- Dissemination of research findings to policymakers;
- Technical assistance to developing countries for the strengthening of the capacity of Governments to manage their debt effectively and sustainably in support of poverty reduction, development, transparency and good governance;
- Strengthening the statistical capacity of the member countries of the West African Economic and Monetary Union to establish a harmonized mechanism for data collection, treatment and dissemination of statistics related to the import and export of services;
- Strengthening the statistical capacity of African Governments and other stakeholders to define, measure and disseminate statistics on illicit financial flows related to tax and commercial activities
- Assessing the economic development prospects of the Occupied Palestinian Territory and examining obstacles to trade and development.

Evaluation scope, objectives and questions

12. The evaluation will fulfil two main objectives: a) supporting accountability by analysing and synthesizing the performance of the subprogramme against its planned objectives, including projects evaluated during the evaluation period and b) contributing to institutional learning that can support thinking in the formulation of the next UNCTAD annual programme plan.

13. The Evaluation will review UNCTAD's work related to globalisation and development strategies for the period 2018 - 2021 (PoW 2018-2019⁹, 2020¹⁰, 2021¹¹), focusing on the work of UNCTAD delivered under Subprogramme 1. Given that DGDS is the main division that is charged with implementing the work of SP1, the evaluation will examine mainly the work of GDS but might also include the work of other UNCTAD Divisions as deemed necessary if they are contributing to the objectives and expected results under Subprogramme 1. It is at the evaluators' discretion as to the actual activities to be included for assessment in the evaluation. A list of activities and other relevant materials will be provided to the evaluators¹².

14. The evaluation will conduct assessments along three main dimensions: (i) Strategic relevance and conceptual clarity, including questions on comparative advantage and alignment with the 2030 Agenda; (ii) Contribution to results, including towards UNCTAD's cross-cutting objectives; and (iii) Implementation modalities.

15. To this end, the evaluation questions are grounded against standard evaluation criteria (relevance, efficiency, effectiveness, sustainability, human rights and gender), but are structured according to the three areas of focus of the evaluation. The full list of evaluation questions are presented in the following section.

⁹ [Proposed programme budget for the biennium 2018-2019 \(Section 12\)](#).

¹⁰ [Proposed programme budget for 2020 \(Section 12\)](#).

¹¹ [Proposed programme budget for 2021 \(Section 12\)](#).

¹² Documents required include: publications; documents and reports produced by the subprogramme; reports of intergovernmental meetings serviced by the subprogramme; project documents and reports; mission reports; material used for activities; resource-use information; list of beneficiaries, counterparts and resource persons; existing evaluation reports and feedback (assessments, letters).

Evaluation criteria and questions

16. In order to meet the evaluation objectives, the evaluation will seek to answer the following questions:

- I. Strategic relevance
 - a. Conceptual clarity –
 - To what extent do the objectives and activities of UNCTAD’s Subprogramme 1 (as stated in the Programme plans/budgets for the period concerned) address the underlying causes limiting inclusive and sustainable development, sustained growth, full employment and decent work for all?
 - To what extent have the objectives and activities of UNCTAD’s Subprogramme 1 been relevant with regard to country and regional needs and priorities and other key stakeholders?
 - How is UNCTAD’s role and mandate in its work related to the subprogramme understood and perceived by key stakeholders? What are SP1’s areas of comparative advantage and value added in terms of contributing to promoting inclusive and sustainable development, sustained growth, full employment and decent work for all?
 - b. To what extent is Subprogramme 1 positioned to address the relevant objectives of the 2030 development agenda and other relevant international commitments? What changes, if any, are needed to strengthen alignment of the objectives and activities under Subprogramme 1 with these goals?
 - c. To what extent the UN system’s commitment to a human-rights based approach and gender equality have been incorporated in the design of UNCTAD’s Subprogramme 1?
 - What are the constraints faced in this regard?
 - How can Subprogramme 1’s approach to promoting a human-rights based approach and gender equality be enhanced?
- II. Contribution to results
 - a. What is the progress towards stated results at global, regional and national levels that UNCTAD has contributed to so far through its work under Subprogramme 1?
 - b. What indications are there of actual (or potential) impact of the subprogramme?
 - c. What are enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to contribute towards sustainability of the results?
- III. Implementation modalities
 - a. How efficiently have human and financial resources been used to achieve programme outcomes?
 - b. To what extent does the budget (regular and extra-budgetary) available to the subprogramme reflect a realistic assessment of its resource needs and capacity to deliver on its mandates?
 - c. To what extent has a monitoring system been set up for relevant and reliable monitoring of results throughout the subprogramme?
 - d. To what extent are there synergies between the subprogramme and other UNCTAD subprogrammes and what are the obstacles to greater coherence?
 - e. To what extent have partnerships been successfully established between the subprogramme and other UN system entities?
 - f. To what extent is sustainability of results is evident in the technical cooperation activities of the subprogramme?
 - g. What programme delivery “best practices” may be identified?

Methodology

17. The evaluation will adopt a utilization-focused¹³ approach. It will be guided by the Subprogramme's results framework and ensure a gender and human rights responsive approach. The evaluation team is required to use a mixed-method approach, including qualitative as well as quantitative data gathering and analysis as the basis for a triangulation exercise of all available data to draw conclusions and findings.

18. In view of the current global pandemic situation, innovative methods for data collection are required. Hence, methods for data gathering for this evaluation will likely include, but should not be limited to, the following:

- Desk review of relevant documents and materials;
- Telephone or virtual interviews with relevant UNCTAD staff and a balanced sample of Subprogramme participants, implementing partners, funding partners, and other relevant stakeholders, and follow-up interviews as may be necessary;
- Online surveys (in appropriate languages) of and/or focus group discussions, as appropriate;
- Observe a sample of virtual meetings, webinars and other activities to be implemented by the Subprogramme, as appropriate;
- Collection and analysis of relevant web and social media metrics related to the outputs of the Subprogramme;
- In case travel is possible, missions to a sample of countries may be envisaged,

19. As part of the desk review, which will lead to an Inception Report, the evaluation team will use the Subprogramme documents as well as additional documents such as relevant evaluation reports, mission reports; progress reports, financial reports, publications and studies. A comprehensive list of stakeholders involved in the Subprogramme will be provided to the evaluator.

20. The evaluation team will further elaborate on the evaluation methodology in an Inception Report, determining thereby the exact focus and approach for the exercise, including developing sub-questions and indicators for each evaluation question in the Terms of Reference, developing the sampling strategy, identifying the sources and methods for data collection, and developing tailor-made data collection instruments that target different stakeholders (based on a stakeholder analysis). The methodology should follow the UNCTAD Inception Report Guidelines.

21. The evaluation team is required to submit a separate final list of those interviewed in the Annex of the evaluation report. The evaluator is to ensure a wide representation of stakeholders, bearing in mind the need to include those in a disadvantaged or minority position as appropriate.

22. Specifically, envisaged steps include the following:

- Desk Review: Review of UNCTAD reports and other publications, Subprogramme components, publications, data, among others;
- Inception meeting with the Subprogramme Team. The objective of the consultation is to reach a common understanding regarding the components of the Subprogramme and scope of the evaluation, the priority assessment questions, available data sources and data collection instruments. The following topics will be covered: programme and project background and materials, key evaluation questions and priorities, list of stakeholders, criteria for sampling, outlines of the inception and final report.

¹³ Utilization-focused evaluation is a framework that evaluations should be planned and conducted in ways that enhance the likely utilization of both the findings and of the process itself to inform decisions and improve performance (https://www.betterevaluation.org/en/plan/approach/utilization_focused_evaluation).

- Submission of an Inception Report with the final methodology and work plan. The Inception Report will be subject to approval by the Evaluation Unit, and it will indicate the steps/phases and dates of the process in which the evaluation will take place;
- Additional documents review and analysis, data collection prior or in parallel to the evaluation interviews as required by the proposed methodology;
- Evaluation interviews (individual or collective) with UNCTAD staff and stakeholders;
- Drafting evaluation reports;
- Presentation to the Subprogramme Team and discussion on recommendations;
- Finalization of the evaluation report;
- Presentation of report and discussions at the 84th session of the Working Party.

Deliverables and expected outputs

23. Five deliverables are expected out of this evaluation (following UNCTAD templates):

- An inception report¹⁴;
- A draft evaluation report;
- The final evaluation report¹⁵;
- An abbreviated evaluation report to be submitted for consideration by the Working Party; and
- Presentation of the evaluation at the 84th session of the Working Party.

24. The final report of the evaluation must be composed of the following key elements:

- Executive summary;
- Introduction of the evaluation, a brief description of the subprogramme, the scope of the evaluation and a clear description of the methodology used;
- Findings and assessments according to the criteria listed in Section 4 of this ToR; and
- Conclusions and recommendations drawn from the assessments.

Annex 1 presents the full requirements for the evaluation report.

25. The abbreviated report should be strictly limited to 8,300 words, composed of the following parts: an executive summary of important findings and conclusions; an introduction and brief description of the subprogramme and evaluation methodology; detailed findings, assessments and conclusions according to the criteria established in this ToR; and strategic and operational recommendations drawn from the evaluation and assessment.

26. All the evaluation assessments must be supported by triangulated facts and findings, direct or indirect evidence, and well-substantiated logic. It follows that proposed recommendations must be supported by the findings and be relevant, specific, practical, actionable, and time-bound recommendations.

¹⁴ Quality of the inception report should meet those set out in UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608.

¹⁵ Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>.

Description of Duties

27. For evaluations mandated by the Board, the team is usually composed of an external evaluator (or evaluation team) and two representatives from Member States, who participate in a personal capacity as experts, bringing in the perspectives of donor and beneficiary countries respectively. When possible, the composition of evaluation teams should be gender balanced.

28. The UNCTAD Independent Evaluation Unit will manage and quality assure the evaluation. The Evaluation Team (ET) reports to the Chief of the Evaluation Unit. The ET will undertake the evaluation exercise under the guidance of the Evaluation Unit and in consultation with the Subprogramme Team. The ET is responsible for the evaluation design, data collection, analysis and reporting as provided in this ToR.

29. The members of the ET shall act independently, in line with United Nations Evaluation Group (UNEG) Ethical Guidelines. The evaluation consultants will have no such link to the project as would pose a conflict of interest. Consultants who have implemented assignments for the UNCTAD in the past are kindly requested to indicate the nature of these assignments. The UNCTAD reserves the right to accept or refuse a proposal for the evaluation on the basis of the above.

30. The members of the ET should observe the UNEG guidelines, standards¹⁶, and norms¹⁷ for evaluations in the UN system, as well as UNCTAD's Evaluation Policy¹⁸, in the conduct of this assignment. The ET needs to integrate human rights and gender equality in evaluations to the extent possible.¹⁹ The ET needs to ensure a complete, fair, engaging, unreserved, and unbiased assessment. In case of difficulties, uncertainties or concern in the conduct of the evaluation, the ET needs to report immediately to the Chief of Evaluation Unit to seek guidance or clarification.

31. The Subprogramme Team will support the evaluation, by providing desk review documents (following Evaluation Unit desk review documents guidelines), contact details of key partners and stakeholders as well as any additional documents that the ET requests. The Subprogramme Team will review and provide comments on the inception, draft and final reports with a view on quality assurance and factual accuracies.

32. The Evaluation Unit acts as clearing entity during the main steps of this evaluation. It endorses the ToR and convokes the Evaluation Team. The Evaluation Unit reviews the evaluation methodology, clears the inception report, the draft report, performs quality assurance of the final report and participates in disseminating the final report to stakeholders within and outside of UNCTAD. The Evaluation Unit engages the Subprogramme Team throughout the evaluation process in supporting the evaluation and validating the reports. In addition, this evaluation will ensure close consultations with key stakeholders and partners.

Evaluation Timeline

33. The evaluation will take place from **November 2021 to 11 July 2022**.

Activity

Period

¹⁶ "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22.

¹⁷ "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21.

¹⁸ "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011. December 2011, http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf.

¹⁹ "Integrating human rights and gender equality in evaluations" by UNEG, UNEG Guidance Document (2014): <http://www.unevaluation.org/document/detail/1616>. The UNEG Handbook on "Integrating human rights and gender equality in evaluations: Towards UNEG Guidance" by UNEG, UNEG Guidance Document (2011): <http://www.uneval.org/document/detail/980>.

<i>Activity</i>	<i>Period</i>
TOR finalisation	November 2021
Identification and selection of the evaluation team	
Constitution of the external reference group	
Development and finalisation of Inception Report	November - December 2021
Desk review of evaluations, project documents, training material and normative products	
Data collection phase (interviews, focus group discussions, surveys, field missions)	December 2021 – March 2022
Debriefing and self-assessment workshop	March 2022
Writing of the main report	March - April 2022
First draft for review by the Evaluation Unit	Early May 2022
Review of draft report by Subprogramme team and evaluation reference group	May – June 2022
Submission of report for processing (14 weeks before Working Party)	27 June 2022
Presentation to the 84 th session of the Working Party	3 – 7 October 2022

Monitoring and Progress Control

34. The Evaluation Team must keep the Evaluation Unit informed of the progress made in the evaluation on a regular basis.
35. The Evaluation Team will submit the **inception report** by **15 December 2021**.
36. The Evaluation Team will present the **draft report**, first to the Evaluation Unit and then to the Subprogramme Team, giving sufficient time for the verification of factual findings as well as its compliance with the ToR (approximately 2 weeks). To this end, a draft of the report must be presented to the Evaluation Unit by **2 May 2022**.
37. The deadline for submission of the final evaluation report, and an abbreviated evaluation report will be 24 June 2022.

Evaluation communication and dissemination plan

38. The final evaluation report and key findings will be disseminated widely to all relevant stakeholders such as the funding partners, UNCTAD management, etc. through the following possible mediums:

- The key findings, recommendations and lessons learned will be presented and discussed at the 84th session of the Working Party;
- A copy of the final evaluation report will be made available publicly on UNCTAD website.
- A brief summary of the key evaluation findings and lessons learned can be made available on a social media platform through short messages or videos, with the assistance of the UNCTAD Communication and External Relations Unit.

Annex I. Objectives for the 2018-2019 biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enhance economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all, debt and development finance issues, including concerted efforts on domestic, regional and international resource mobilization for development, and poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Improved understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels	(i) Number of statements at, inter alia, intergovernmental meetings, by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process	Target	40	40	35	45
		Estimate		40	40	43
		Actual			41	141
	(ii) Number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research	Target	550	550	500	
		Estimate		550	550	
		Actual			727	
(b) Enhanced understanding of the interplay between successful domestic and international resource mobilization for development, debt sustainability and of the policy choices for a durable solution to financing for development challenges and to the debt problems of developing countries	(i) Number of institutions and countries having used the capacity-building services of the Debt Management and Financial Analysis System programme	Target	106/68	106/68	106/68	104/678
		Estimate		106/68	106/68	104/678
		Actual			106/68	106/69
	(ii) Number of statements at, inter alia, intergovernmental meetings, by policymakers and beneficiaries indicating the usefulness of UNCTAD research and policy analysis on financial resource mobilization and debt issues for national or supranational policymaking processes	Target	30			
		Estimate				
		Actual				
	(iii) Number of citations in the media on financing and debt policy choices and reform proposal advocated by UNCTAD research	Target	50			
		Estimate				
		Actual				
	(iv) Percentage of stakeholders indicating the usefulness of participating in the Debt Management Conference	Target	60			
		Estimate		60		
		Actual				
(c) Improved access to and use	Percentage of users reporting	Target	60			

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			<i>2018-2019</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
of reliable and timely statistics and indicators highlighting the interlinkages between trade, investment, debt, macroeconomics, finance, including debt sustainability, globalization and development to support decision-making on economic policies and development strategies and monitoring of Sustainable Development Goals	satisfaction with UNCTAD statistical products	Estimate	60			
		Actual				
(d) Improved Palestinian policymaking and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State	Number of Palestinian and international development and policy initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities on assistance to the Palestinian people	Target	11	11	11	11
		Estimate		11	11	10
		Actual			11	11