UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD

External Evaluation of Development Account Project 0809AP - Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and Transit Developing Countries*

Prepared by
Lilit V. Melikyan

March 2015

*This report was commissioned by UNCTAD. The opinions expressed in this report are those of the external evaluator and do not represent the views of the UNCTAD secretariat or of the organizations or institutions with which the author may be connected, or organizations or institutions that commissioned this evaluation. This evaluation report has been reproduced without editing by the UNCTAD Secretariat.

UNEDITED ADVANCE COPY

Contents

List of Abbreviations 4
EXECUTIVE SUMMARY 6
1. INTRODUCTION 12
1.1 Purpose of the Evaluation 12
1.2 Background of the project 12
1.3 The scope of the Evaluation and main Evaluation questions 14
2. METHODOLOGY 16
2.1 Terminology 16
2.2 Description of methodology and the workplan 18
2.3 Limitations 24
3. FINDINGS 24
3.1 Project identification, formulation and positioning 24
3.2 Description of the underlying intervention theory 25
3.3 Performance Assessment 27
3.3.1 Relevance 27
3.3.2 Efficiency 32
3.3.3 Effectiveness 38
3.3.4 Potential for Sustainability, Midterm Outcomes and Replication 41
3.3.5 Gender 47
4. CONCLUSIONS 47
5. LESSONS LEARNT 49
6. RECOMMENDATIONS 50
ANNEXES 53
Annex 1: Template letter 54
Annex 2: TOR 55
Annex 3 Extent of accomplishment of the planned Activities 61
Annex 4: Results framework as in the project 64
Annex 5: Questionnaire 65
Annex 6: KII guide 67
Annex 7: List of Interviewees 69
Annex 8: Literature 71

List of Figures

Figure 1: Method of Triangulation 19
Figure 2: Steps in Contribution Analysis 19
Figure 3: Reconstructed Results Chain of the project 26
Figure 4: Central Corridor 29
Figure 5: The North-South road corridor linking six Central Asian leading cities 30
Figure 6: Corridor promoted by the project in Central Asia 30
Figure 7: Project management set up 33
Figure 8: Original and revised schedules in East Africa 36
Figure 9: CAREC corridors revised as part of TTFS 2020 45

List of Tables

Table 1: Activities of the project as planned 13
Table 2: Evaluation matrix 20
Table 3: Arrangement for CDAs and support institutions in the countries 37
Table 4: Budget as planned 37
Table 5: Achievement of Expected Outputs 38
Table 6: Various levels of "ownership" 41

List of Boxes

Box 1: Key Definitions 16
Box 2: Definition of some terms from the Development Account guidelines 17

List of Abbreviations

ADB	Asian Development Bank
AfDB	African Development Bank
CAREC	Central Asia Regional Economic Cooperation
CA	Central Asia
CARs	Central Asia Road Links
CAREC	Central Asia Regional Economic Cooperation
CT- TPM	Crossborder and Transit Transport Process Management Toolkit
CDA	Cluster Development Agent
COMESA	the Common Market for Eastern and Southern Africa
CEN-SAD	Community of Sahelo-Saharan States
DESA	Department of Economic and Social Affairs (UN)
DA	Development Account
DAC	Development Assistance Committee (IECD)
DRC	Democratic Republic of Congo
EA	East Africa
EAC	East African Community
ESCAP	Economic and Social Commission for Asia and the Pacific
ECA	Economic Commission for Africa
ECO	Economic Cooperation Organization
HQ	Headquarters
IGAD	Intergovernmental Authority on Development
KII	Key Informant Interview
KFFANEK	Association of National Freight Forwarders of Kazakhstan
LLDC	Landlocked Developing countries
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
NEPAD	The New Partnership for Africa's Development
OECD	Organization for Economic Cooperation and Development
ProDoc	Project Document
SPECA	United Nations Special Programme for the Economies of Central Asia
SRO-EA	Sub-Regional Office for Eastern Africa
SRO-NCA	Subregional Office for North and Central Asia |
TOR	Terms of Reference
TCD	Time/Cost-Distance methodology
TTFA	Transit Transport Facilitation Agency
TTFS	Transit Transport Facilitation Strategy
TOT	Training of Trainers
UN	United Nations
UNEG	United Nations Evaluation Group
UNCTAD	United Nations Conference on Trade and Development
UNECE	United Nations Economic Commission for Europe
UNECA	United Nations Economic Commission for Africa
USD	United States Dollar
WB	World Bank

Acknowledgements

The evaluator wishes to thank Mr. Fedor Kormilitsyn, Economic Affairs Officer, Transport Facilitation and Logistics Section, Transport Division, ESCAP and Mrs. Frida Yousef, Chief, Transport Section, Trade Logistics Branch Division on Technology and Logistics, UNCTAD for their unreserved support and discussions during the evaluation process.

The evaluator wishes to thank Mr. Li Yuwei, Chief, and Mr. Bekzod Rakhmatov, Associate Economic Affairs Office of the Transport Facilitation and Logistics Section, Transport Division, ESCAP, Mr. Nikolay Pomoshchnikov, Head of ESCAP Subregional Office for North and Central Asia, Mr. José Maria Rubiato, former Head of the Trade Logistics Branch of UNCTAD and Mr. Robert Lisinge, Economic Affairs Officer, Regional Integration and Trade Division, Economic Commission for Africa for their time and in depth interviews for this evaluation.

The evaluator is grateful to Mr. Daniel Chen, Associate Programme Officer and Mrs. Sabrina Ielmoli, Officer in charge of the Evaluation and Monitoring Unit of UNCTAD, and Ms. Rebecca Quereshi, Associate Programme Evaluation Officer and Mr. Edgar Dante, Programme Officer with the Evaluation Unit of the Program Planning and Partnership Division of ESCAP for their guidance on UNCTAD's and ESCAP's approach to evaluations, constructive comments to the earlier drafts of this report and invaluable support during the evaluation process.

The evaluator would like to thank all those who have contributed to the finalization of this evaluation report through face-to-face, telephone/skype interviews and/or email exchange

EXECUTIVE SUMMARY

The evaluation of the project on "*Capacity-building for control authorities and transport operators to improve efficiency of cross-border transport in Landlocked and Transit Developing Countries*" (01/2012-12/2014, with a total budget of $533K funded through the Development Account (DA) of the UN Department of Economic and Social Affairs (DESA)) responds to the demand of Member States for it to undergo an external terminal evaluation.

International trade is severely impeded by non-physical barriers in developing and transition countries (e.g. inconsistent and difficult border-crossing formalities and procedures, high charges, and a lack of coordination among various stakeholders). Removal of the barriers requires coordinated policy, legal and institutional changes with joint efforts of government authorities and the business sector, appropriate facilitation tools and enhanced capacities of the local stakeholders. With this rationale the **Objective** of the project was to *contribute to providing landlocked and transit developing countries with innovative and sustainable capacities to identify and address barriers to smooth and efficient cross-border and transit transport operations along international transport corridors.* The **Expected Accomplishment (EA)** of the project were *"Enhanced capacities of national authorities/operators in the two international transport corridors to identify and suggest solutions to the bottlenecks in cross-border and transit transport and to cooperate for corridor development through the use of the upgraded cluster methodology and time/cost-distance methodology"***.** The project was implemented in 2 regions: Central Asia (Kazakhstan, Kyrgyzstan and Tajikistan) and East Africa (Rwanda, Burundi and Tanzania). It was implemented by 3 UN agencies: Economic and Social Commission for Asia and the Pacific (ESCAP), United Nations Conference on Trade and Development (UNCTAD) and United Nations Economic Commission for Africa (UNECA)) with ESCAP having a lead role and with the support of the respective Subregional Offices of UNECA (in East Africa) and ESCAP (in Central Asia). The implementation stage in East Africa was handled by ECA through the "Central Corridor" Transit Transport Facilitation Agency (TTFA). Towards its objective, the project aimed to identify and address barriers to smooth and efficient cross-border and transit transport operations along international transport corridors through: (a) collaboration of stakeholders within *clusters* (including transport authorities, customs, immigration, quarantine, transport operators, and chambers of commerce) and (b) application of innovative facilitation tools, through in particular, further development of the existing cluster methodology (UNCTAD) and Time/Cost-Distance (TCD) model (UNESCAP) into *Crossborder and Transit Transport Process Management* (CT-TPM) *Toolkit.*

This evaluation assessed systematically and objectively, the project design, project management, and project performance, providing forward-looking recommendations in order to strengthen the work of UNCTAD, ESCAP and ECA in the areas related to the project. The evaluation employed a mixed methodology using desk review (of project documents and third party reports), Key Informant interviews (KII) and a survey of beneficiaries, relying on the traingulation of findings from these sources and contribution analysis as the key methodology. The evalaution faced several limitations, including a low response rate to the electronic survey (13 percent); hence the rankings were not aggregated as part of the report and only the qualitative information was used from these responses.

Findings: Project context and Planning

Project identification, formulation and positioning

The project concept was developed by ESCAP Transport Division and UNCTAD Division on Technology and Logistics based on existing mandates and resolutions from Member States. However, according to the evidence gathered during the evaluation, it can be concluded that the project was initiated without explicit agreement from the beneficiaries in relation to its design. This has had some impact in the relevance of the project. The approach to project implementation was also adopted without a substantial assessment of risks (on a reflection at ESCAP Transport Division there is an acknowledgment that more research was needed into the effective implementation for the East African countries).

Results Framework

EA indicators ("*Within the project period: (1) National/corridor action plans to address the identified bottlenecks in cross-border and transit transport along the two corridors adopted; and (2) Implementation of the national/corridor action plans arranged*") were only partially helpful to assess efficiency and effectiveness of the project, as they do not fully capture the Expected Accomplishments formulated as *enhanced capacity* and *enhanced knowledge*. Another issue is with the somewhat ambiguous wording for the indicators (e.g. "*arranged*" could be widely interpreted, from simply handing over the Action Plans to respective authorities to formal adoption by the Governments). And finally, to assess the project's contribution to enhanced capacity and enhanced knowledge, baselines needed to be identified and measured.

Findings: Assessment of Performance

Relevance

The ***project idea was very relevant to the development context of the countries*** given the growing acknowledgement of the importance of non physical transport barriers especially for the landlocked countries, which if unresolved can result in doubling of the prices for consumers with corresponding adverse impacts on the poor. ***The project addressed the needs of the stakeholders in analytical tools and platforms to identify these barriers and their causes.*** According to the evidence gathered during the evaluation, the choice of the corridor to which to apply this tool in Central Asia, while in line with long term development plans, did not capture the *immediate/short term* priorities of all three countries in an equal measure.

The ***design/coherence of the project, while relevant overall, had certain shortcomings*** in that it did not envision clear and sufficient measures leading to the formal adoption or at least endorsement by the Governments of the Action Plans, and elaboration of mechanisms for the uptake of the recommendations from the Action Plans by formal policies.

Efficiency

The project was executed with significant delays, especially in Africa (over a year and a half, as a result of which the envisioned logical sequence of steps had to be reversed affecting the effectiveness of some of the components). The multiparty design of the project clearly affected its efficiency, further complicated by procedural hurdles (in part outside of control of the implementing UN agencies) which emerged during the course of implementation, affecting *inter alia*, the implementation in Kyrgyzstan.

The project underutilized the available budget by 15 percent mostly because of the non accomplishment of part of the activities in Kyrgyzstan and East Africa. At the same time certain activities in East Africa were not fulfilled with the rationale of the lack funds, or else

the funds were sought from other sources: the fragmented implementation arrangements of the project and the lack of effective communication between agencies towards the end of the project were in part the reasons for that.

While there is no evidence that synergies were formally sought with major agencies/initiatives in Central Asia, there is a general interest on behalf of the Asian Development Bank (ADB) in the Toolkit (NB: ADB is currently using the TCD methodology).

Effectiveness

Most of the planned Outputs/Expected Achievements were delivered:

- The **Toolkit was developed**: all the interviewed stakeholders thought that it was ***a useful instrument***. In 4 out of 6 countries it was used for the elaboration of the studies which informed the development of the Action plans. In one country (Rwanda) it was used once again, outside the project. The appreciation was less in Kyrgyzstan, which is intuitively understandable, as there it was not used for the development of the National Action Plan;
- **Training on the toolkit was conducted in all 6 countries and was highly valued by the participants**, except that it was shorter in Africa for in-country training part and most of the interviewees thought that it should have been longer to assure mastering of the Toolkit;
- **Clusters were formed in all 6 countries**, albeit in Kyrgyzstan this was only in the context of the development of the Corridor Action plan and so had a limited focus. All the countries had some kind of platforms bringing together the government (Ministries of Transport), and associations of operators together for occasional meetings prior to the project. ***The beneficiaries appreciated the novelty of these project-promoted clusters*** in that they were wider in scope and brought more national level ownership into corridor level discussions. These clusters were consultative platforms and were formalized only in Tanzania as a formal Commission. Most of the interviewed stakeholders (especially form Central Asia) agreed that the level of the involved officials from the governments should have been higher to increase the likelihood of the uptake of the recommendations from the Action Plans by formal policies;
- **National Action Plans were developed for 5 out of the 6 countries** based on the studies conducted in each of the 5 countries by the support institutions/individual consultants (Cluster Development Agents). The National Action Plans were however recommendations in nature and were not formalized by the respective government institutions except in Tanzania. The interviewed beneficiaries ***ranked their usefulness overall high***. In two countries in **East Africa** (Tanzania and Rwanda) ***some of the measures got implemented during the course of the project***: while many issues identified in the Action Plans in East Africa were known before and reflected in the TTFA Central Corridor strategies and programs before the current project, the application of the cluster and time cost models of the toolkit, underscored the need to apply these measures, promoting their implementation by committing cluster members, and created an opportunity for the cluster members to prioritize and coordinate existing and planned facilitation initiatives, measures, programmes and projects. The level of activities in terms of supporting the government level institutions to reflect the recommendations from the Action Plans in the formal policies in most of the countries was somewhat limited overall in Central Asia, except in Tajikistan where the Ministry of Transport is integrating the recommendation in the draft *Transport Sector Development Strategy up to 2050* currently under development.

In East Africa the latest meeting at the corridor level provided recommendations and allocated responsibilities for follow up, and apart from Tanzania, where the implementation is already happening, there is some progress also in Rwanda**;** and

- **Corridor Action Plans were adopted by the relevant clusters in both regions,** however: (a) in ***East Africa,*** this was not a separate document featuring harmonized recommendations but a compilation of the National Action Plans; and (b) while a Corridor Action Plan was developed in ***Central Asia***, the likelihood of its implement**ation by all co**untries is in question without continued support from international development partners.

To summarize, ***the capacity of the stakeholders was enhanced***, *bu*t the extent of this is hard to assess comprehensively. The limited number of ranking from the survey put it as *medium* with a comment that mo**re training** was and is needed in East Africa), more support is needed in terms of regional cluster meetings (Tajikistan, Kyrgyzstan), and follow up support with implementation (all countries, except for Kazakhstan),

Potential for Sustainability:

Continued use of the Toolkit in some of the countries is likely, as **there is an appreciation of its usefulness,** but sustainability of the use of the toolkit is hampered by several factors, including: (a) the lack of *local* institutions to continue the training in the countries (in terms of regional institutions this is more the case of Central Asia as in East Africa the TTFA Central Corridor was trained and could provide such training subject to availability of demand and funding), (b) uncertainty related to the continued functioning of the platforms in most of the countries in the forms in which they were represented during the project (except for Tanzania where it was formalized), and (d) the lack of funding for the updates for the studies. It is therefore important to pursue the wider dissemination of the Toolkit among the major international players, e.g. ADB and the WB. These agencies were using the TCD methodology before the project and it is likely that they will be interested in using the Toolkit also (there is already some interest form ADB, according to ESCAP). Sustainability of the **cluster level meetings at the regional level is more in question than at the national level** due to the costs involved: the interviewed stakeholders from both regions highlighted the importance for funding from external sources, e.g. ECA/TTFA in the case of Eastern Africa.

The level of **uptake of the recommendations from the national action plans to feed into formal strategies** is likely to vary from very high (Tanzania), high (Tajikistan), medium (Rwanda), and low (Burundi, Kazakhstan, Kyrgyzstan). Links to large scale projects (such as AfDB funding for Tanzania Central Corridor, and WB funding for the road transport improvement to enhance regional connectivity in Tajikistan) were clearly push factors for higher level of uptake which illustrates the importance of fostering such links. As for the **reflection of the priorities identified in the Corridor level Action plans in the policies** at regional level, this is more likely in East Africa (due to the alignment with Central Corridor policies and projects) than in Central Asia where there are no tripartite (among the 3 project countries) cooperation mechanisms in transport sector and there are not, as yet, effective linkages in place with large scale initiatives like CAREC, Economic Cooperation Organization (ECO) Transit Transport Facilitation Agreement (TTFA), etc . It is encouraging that ESCAP is planning a follow up to this project, and there are some discussions with ***United Nations Special Programme for the Economies of Central Asia (SPECA)***. Many interviewees from both regions mentioned that it would be important to include neighboring countries along the same corridors. ECA through TTFA Central Corridor is already ***planning replication*** of some of the elements of the project (training in the Toolkit and Action plans for ***Uganda and DRC***.

Gender:

The review of the lists of members of the clusters reveals low level of participation of women in East Africa (3 percent, as opposed to around 30 percent in Central Asia). The plans of the project in terms of coverage of the issues related to (a) human (in particular women) trafficking and (b) equal employment in cross-border and transit transport in the national/corridor action plans, were not followed through.

Main Lessons Learnt

1. The CT-TPM) Toolkit (both in the part of the TCD methodology and the clusters) could serve as a useful tool in the identification and resolving of non-physical barriers in international transport;
2. Multi member management model for the 2 region/6 country based project has proved to be a challenge for a project with limited duration (2 years originally). This was compounded by (a) the lack of comprehensive needs/feasibility/risk assessment stage to precede and inform the design of the project and (b) the lack of efficient interagency communication arrangements especially at the post-training stages;
3. To be effective and sustainable with a not large project targeting coordinated actions by multiple countries, with varying economic interests, it is essential to envision and pursue linkages with larger projects and initiatives, as they can act as additional push factors for the effectiveness of the project and/or open up larger horizons for the regional corridors (as was the case for Tajikistan and Tanzania at the national level and alignment with TTFA Central Corridor regionally);
4. Rigid regulations, e.g. procurement rules (UN) and currency controls at country level could pose a problem at the stage of implementation and hence, it is advisable to check out country level procedural issues in advance, and allocate more time for this;
5. Better thought-through project designs are advised especially in terms of sustainability, including Training of Trainers (TOT) at the country level, communication strategies, institutionalization /formalization of informal structures promoted by similar projects and documents adopted by such structures and reaching out to wider circle of stakeholders. In particular, since the sustainable operation of the clusters is of utmost importance for the sustainable use of the Toolkit, more focus on promoting formalization of such clusters (as in the case of Tanzania) could have promoted the prospects for sustainability. The same applies to a more focus on supporting the development of mechanisms leading to the uptake of the recommendations from the Action Plans by the formal policies;
6. In the countries with high level vertical centralization of decision making it is important to engage with top level officials both as part of preparation of the Project Document, at the inception phase (with an allocation of the necessary time for this) as well as in terms of inviting them to be part of the clusters;
7. For innovative concepts and methodologies sufficient duration of training should be ensured. More generally, capacity building should go beyond training;
8. Replicability would require clear evidence that the approach taken (with the Action Plans developed by Cluster Development Agents and not the policy makers themselves) has worked. The same for the clusters: it remains to be seen whether the clusters are going to be sustainable (it would be useful to assess the actual sustainability of this project in a few years time). The exception is the project's experience with the Toolkit, but clear strategy is needed by UN agencies for replication.

Main Recommendations

1. ESCAP/UNCTAD/ECA should design realistic projects including the formulation of

achievable outputs that match the projects scope, scale, budget and timeframe;

2. ESCAP/UNCTAD/ECA for joint proposals involving multiple agencies should ensure better streamlined management arrangements (e.g. avoiding fragmented responsibilities for the delivery of project outputs in the same countries between several agencies). The project documents should define clear roles, responsibilities and reporting lines among the collaborating agencies to ensure efficient and effective management and monitoring of the project and thorough implementation and monitoring of project activities;
3. ESCAP/UNCTAD/ECA when submitting proposals must ensure that the results frameworks are well formulated (without ambiguity in relation to the nature of expected Achievements, Outputs and Outcomes) and better sustainability designs are in place;
4. ESCAP/UNCTAD/ECA when submitting proposals must ensure that the proposed interventions/activities and objectives are better informed by needs/risk assessments and engagement of top level officials prior to the submission of the proposals to UNDA for final clearance and the project should build on - or create - strong political support to improve effectiveness during the implementation;
5. ESCAP/UNCTAD/ECA should ensure that there are explicit mechanisms in place in the future project designs to mainstream gender;
6. ESCAP/UNCTAD/ECA, when submitting proposals having one of the key objectives as capacity building of national institutions, should ensure that this task is approached comprehensively, also taking into consideration capacity other than technical knowledge;
7. ESCAP/UNCTAD/ECA in the future in similar projects should ensure that the project designs envision development of mechanisms to promote the uptake of the recommendations by formal policies;
8. ESCAP/UNCTAD/ECA in similar projects in the future should ensure that the project designs envision steps towards formalization of dialogue platforms;
9. ESCAP/UNCTAD/ECA in similar projects in the future should have communication strategies to promote the tools developed and get user buy-in by engaging them in the design and development of such tools; and

1. INTRODUCTION

1.1 Purpose of the Evaluation

The project entitled: "*Capacity-building for control authorities and transport operators to improve efficiency of cross-border transport in Landlocked and Transit Developing Countries*", closed in December 2014. The current evaluation responds to the demand of the Development Account (DA hereafter, the funding source) of UN DESA (Department of Economic and Social Affairs) for it to undergo an external terminal evaluation. This evaluation assesses, systematically and objectively, the project design, project management, and project performance, providing constructive and forward-looking recommendations in order to strengthen the work of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)), the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Economic Commission for Africa (UNECA) in this area.

1.2 Background of the project

Project rationale and objective

International trade is severely impeded by high transport costs and significant delays at border crossings between developing countries in Africa and Asia. With fast development of transport infrastructure, non-physical barriers (e.g. inconsistent and difficult border-crossing formalities and procedures, high charges, and a lack of coordination among various stakeholders) to smooth movement of goods and people become critical for economic and trade performance of the countries. Removal of the barriers requires coordinated policy, legal and institutional changes with joint efforts of government authorities and the business sector and appropriate facilitation tools. The control authorities and transport operators in the developing landlocked and transit countries of these regions lack capacity to identify and address particular problems in their international transport corridors with application of facilitation tools.

The project was initiated with the **objective** *to provide landlocked and transit developing countries with innovative and sustainable capacities to plan and implement regional transport facilitation initiatives*. Towards this objective, the project aimed to identify and address barriers to smooth and efficient cross-border and transit transport operations along international transport corridors through (a) *collaboration by stakeholders* (including transport authorities, customs, immigration, quarantine, transport operators, and chambers of commerce); and (b) *application of innovative facilitation tools*. In particular UNCTAD has had developed *a cluster methodology* to use a collaborative structure called cluster to bring stakeholders involved in transit transport in landlocked and transit developing countries together to discuss the issues of transit transport and coordinate their facilitation measures, while ESCAP has had developed and applied in other regions the *Time /Cost- Distance methodology* (TCD hereafter) to find time and costs spent for each segment of transport process, through which to help identify, quantify and isolate bottlenecks to be addressed in transport process. Under the project the two were to be unified into a *Crossborder and Transit Transport Process Management Toolkit (*CT-TPM Toolkit hereafter).

Project Activities

The activities of the project (from the Project Document, ProDoc hereafter) are listed in Table 1.

Table 1: Activities of the project as planned

	Activities	Further details
A1	Development of the cluster development methodology and Time/Cost-Distance methodology into CT-TPM Toolkit.	Updating and unification of the two existing facilitation methodologies (ESCAP of the Time/Cost-Distance methodology and UNCTAD, the clusters methodology) into a CT-TPM Toolkit followed by the assistance form UNCTAD/ESCAP officers with its application
A2	Consultation on cluster members and national supporting institutions in the participating countries along the two corridors	It was planned that UNCTAD/ESCAP will provide a general list of potential clusters, cluster members and requirements for national supporting institutions. Regional Commissions/subregional offices of the UN agencies involved were to consult with governments on specific clusters, cluster members and national supporting institutions to participate in the project activities. It was planned that *National supporting institutions (NSI hereafter)* will be identified in each country which were to be contracted to help with the project implementation at the country level and act as *Cluster Development Agents* (CDA hereafter).
A3	Organization of a 3-day national training workshop for each participating country to create awareness of the CT-TPM Toolkit, build national capacity and form clusters for the application of the toolkit.	It was planned that the workshops will be attended by all relevant control authorities and representatives of business communities as well as national supporting institutions. It was planned that the first workshops in each corridor will be conducted with assistance of UNCTAD/ESCAP experts and regional/subregional experts, but that the other workshops will be conducted with assistance of regional/subregional experts.
A4	Application of the CT-TPM Toolkit and formulation of national action plans.	It was planned that the CT-TPM Toolkit will be applied to the countries and corridors by national supporting institutions (national transport research institutes) with substantive assistance of the cluster members, regional/subregional experts, and/or UNCTAD/ESCAP if necessary. It was planned that the national supporting institutions will: (A4a) present the findings of the application to the first national cluster meetings for review and comments, and (A4b) collect their perspectives on issues and possible solutions, and prepare draft national action plans for discussion and adoption through the second cluster meetings.
A5	Formulation of corridor action plans.	It was envisioned that when the national supporting institutions apply the CT-TPM Toolkit, they will also find the barriers affecting efficiency of transport operations along the corridors. It was envisioned that they will: (A5a) present the findings to the first corridor meetings (A5a) for review and comments, and collect views on inter-country issues and possible solutions; and (A5b) then prepare inputs for the draft corridor action plans. The draft corridor action plans will be considered and adopted through the second corridor meetings.
A6	Preparation for the implementation of the national/corridor action plans.	It was envisioned that after adoption of national/corridor action plans, the NSIs will assist in preparing draft documents and promotional materials for the implementation of national/corridor action plans. *One national cluster meeting* in each country was planned to be held to discuss the implementation of the national action plan and future activities of clusters (A6a) after completion of the project. *One corridor meeting in each corridor* was planned to be held to discuss the implementation of corridor action plan and discuss future corridor cooperation (A6b) after completion of the project.

Source: Project document

Assumptions and hypotheses

It was acknowledged in the ProDoc that successful implementation of the project depends on whether the target countries are prepared to cooperate for development of the international transport corridors and the target stakeholders are prepared to actively participate in the activities of the clusters. It was noted that the targeted countries have implemented some projects to facilitate international transport along the corridors with international assistance and have implemented many facilitation projects with participation of all relevant stakeholders, such as Central Corridor transit transport facilitation agreement (TTFA) and joint border control in East Africa, Economic Cooperation Organization (ECO) transit transport framework agreement and Central Asia Regional Economic Cooperation (CAREC) joint transport and trade facilitation in Central Asia. It was noted also that the one transit country, Tanzania, has been providing sea access for the two landlocked countries and attempting to facilitate transit transport through their corridors. *It was therefore assumed that the five landlocked countries included in the project have strong willingness to cooperate with other countries to develop cross-border and transit transport.*

It was noted that the target stakeholders have actively participated in activities similar to the clusters. A*nd hence it was assumed that the idea of the cluster formation in each country would be welcome.*

It was noted that cross-border and transit transport is crucially important for intra-regional and transit trade and that the six participating countries have adopted long-term general policy to support cross-border and transit transport. *It was assumed therefore that the intra-regional and transit trade will continue to grow in the future, in particular in landlocked countries;* and *that the governments will still accord high priority to cross-border and transit transport to implement the national/corridor action plans after completion of the project.*

1.3 The scope of the Evaluation and main Evaluation questions

As stipulated in the Terms of Reference (TOR), the evaluation considers all activities that have been implemented under this project, examining the results and performance of the project in accordance with its logical framework. More specifically, the TOR specifies the following issues (organized in line with United Nations Evaluation Group (UNEG)/Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of **relevance, effectiveness, efficiency, and sustainability.** The evaluation of *the impact of the project* was not foreseen in the TOR (*see Section* 2.1 *for the discussion on terminology*).

a) Relevance

The evaluation assesses whether the objective of the project and its design were relevant to the needs of the country and the stakeholders concerned and whether there was coherence among the activities planned as well as whether the activities were sufficient to achieve the expected results. The main questions as in the ToR were:

- *Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the participating countries;* and
- *Whether the planned and actual activities and outputs of the project were consistent with the intended outcomes;*

b) Effectiveness

The evaluation assesses the effectiveness of the results at the level of Activities, Outputs, and Immediate Outcomes (=Expected Achievements). The main evaluation questions are:

- *To what extent are project stakeholders satisfied with the quality of the outputs, and are likely to, or have used the tools developed?*
- *To what extent does the project contribute to the objective of enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the tools and mechanisms developed under this project to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems identified?* and
- *To what extent does the project contribute to the objective of enhanced knowledge of stakeholders to adopt innovative facilitation measures and use new technologies in transport and border crossing control?*

c) Efficiency

The main evaluation questions are:

- *Have project management and implementation modalities involving the 3 UN entities (5 – if the regional sub offices are to be counted) been adequate and appropriate to ensure timely completion of project activities?* and
- *Was the project implemented on time and on budget? What was the quality of implementation?*
- *Did the project build effective synergies with other existing initiatives?*

d) Sustainability

Several aspects of sustinability are assessed: country ownership and willingness of the Government to sustain the project results, the likelihood of and the threats to sustainability as well as the quality of the project design from the point of view of assuring sustainability. The main questions as in the TOR are:

- *Have the project activities been designed and implemented in such a way to ensure sustainability of project outcomes?*
- *To what extent do the national authorities, transport operators and institutions assume ownership of the national/corridor action plans and have the capacities and willingness to continue the necessary follow-up actions?*

In addition the evaluation looks into the likelihood of achieving the project objective (=Mid Term Outcome) in line with the defined in the ProDoc indicator, namely:

- *What is the likelihood of achieving the mid-term outcome (objective of the project), i.e. the adoption of policies and programs on the basis of adopted Action Plans.*

The Evaluation Matrix (see Table 2) contains a somewhat expanded list of questions in agreement with the evaluation manager from UNCTAD and in line with the need to test the validity of the assumptions and the logic of the results chain, as well as identify the factors that promoted and hindered the achievement of the planned results. In particular, the evaluation questions address the gender aspects of the planned in the ProDoc results, as below

e) Gender

In consultation with the Evaluation Units of UNCTAD and ESCAP the evaluation covered also a few questions related to the extent of addressing gender issues in the project, even though this was not part of the questions from the TOR. The project planned to promote social inclusiveness

(including gender responsiveness) as a key requirement for developing cross-border and transit transport. In line with the expectations from the ProDoc the evaluation covers the following questions:

- *How active was the participation of Women in the he project activities.*
- *Were the issues related to human (in particular women) trafficking covered in the Action Plans?*
- *Were the issues of equal employment in cross-border and transit transport covered in the national/corridor action plans?*

The evaluation **does not cover** the likelihood of achieving the Long term Outcomes (*assessing perceptions of the likelihood of increased trade and investment and enhanced partnerships*) and Impact (*potential contribution to poverty reduction*).

f) Recommendations

The evaluation, on the basis of its findings and assessments made on the above criteria draws conclusions, makes recommendations and identifies lessons learned from the implementation of this project. More specifically, the evaluation:

- *Highlights what has been successful and can be replicated elsewhere;*
- *Indicates shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action;* and
- *Makes pragmatic recommendations to suggest how work in this area and related projects can be strengthened. In particular, the evaluator should include recommendations on other actions conducive to ensuring successful attainment of the expected accomplishments of the project.*

2. METHODOLOGY

2.1 Terminology

The evaluation is carried out according to the OCED DAC Evaluation criteria using the key definitions of UNEG as in Box 1. The ProDoc (and the LogFrame in particular) uses the terminology for the expected results which are in line with the Guidelines of the Development Account[1], see Box 2. There is a discrepancy between OECD DAC/UNEG and DA terminology (*see Section 3.2 for discussion*) and in the evaluation report cross references between the two are made for the sake of clarity.

Box 1: Key Definitions

Goal: The higher-order aim to which a programme is intended to contribute: a statement of longer-term intent.

Objective: Description of an overall desired achievement involving a process of change and aimed at meeting certain needs of identified end-users within a given period of time. A good objective meets the criteria of being impact oriented, measurable, time limited, specific and practical. The objective is set at the next higher level than the expected accomplishments.

Evidence: The information presented to support a finding or conclusion. Evidence should be sufficient,

[1] http://www.un.org/esa/devaccount/index.html

competent and relevant. There are four types of evidence: observations (obtained through direct observation of people or events); documentary (obtained from written information); analytical (based on computations and comparisons); and self-reported (obtained through, for example, surveys).

Result: The measurable accomplishment/outcome (intended or unintended, positive or negative) of a programme or project. In the Secretariat practice, "result" is synonymous with accomplishment and outcome.

Output A final product or service delivered by a programme or project to end-users, such as reports, publications, servicing of meetings, training, advisory, editorial, translation or security services, which a programme is expected to produce in order to achieve its expected accomplishments and objectives. Outputs may be grouped into broader categories.

Outcome In the United Nations Secretariat, "outcome" is used as a synonym of an accomplishment or a result.

Relevance: The extent to which an activity, expected accomplishment or strategy is pertinent or significant for achieving the related objective and the extent to which the objective is significant to the problem addressed.

Effectiveness The extent to which a project or programme attains its objectives, expected accomplishments and delivers planned outputs.

Efficiency A measure of how well inputs (funds, expertise, time, etc.) are converted into outputs

Impact The overall effect of accomplishing specific results. In some situations it comprises changes, whether planned or unplanned, positive or negative, direct or indirect, primary and secondary that a programme or project helped to bring about. In others, it could also connote the maintenance of a current condition, assuming that that condition is favorable. Impact is the longer-term or ultimate effect attributable to a programme or project, in contrast with an expected accomplishment and output, which are geared to the biennial timeframe.

Sustainability The extent to which the impact of the programme or project will last after its termination; the probability of continued long-term benefits.

Lessons Learned Generalization derived from evaluation experiences with programmes, projects or policies that is applicable to a generic situation rather than to a specific circumstance and has the potential to improve future actions. A lesson learned summarizes knowledge at a point in time, while learning is an ongoing process.

Recommendation Proposal for action to be taken to enhance the design, allocation of resources, effectiveness, quality, or efficiency of a programme or a project. Recommendations should be substantiated by evaluation findings, linked to conclusions and include the parties responsible for implementing the recommended actions.

Cost Effectiveness Comparison of the relative costs of achieving a given result or output by different means. It focuses on the relation between the costs (inputs) and results produced by a project or programme. A project/programme is more cost effective when it achieves its results at the lowest possible cost compared with alternative projects with the same intended results.

Logframe: Management tool (also known as a logframe) used to identify strategic elements of a programme or project (objective, expected accomplishments, indicators of achievement, outputs and inputs) and their causal relationships, as well as the assumptions and external factors that may influence success and failure. It facilitates planning, implementation, monitoring and evaluation of a programme or project.

Triangulation The use of three or more methods to conduct an evaluation or substantiate as assessment. By combining multiple data sources or methods evaluators seek to overcome the bias that comes from single informants and single methods.

Conclusions Reasoned judgments based on a synthesis of empirical findings or factual statements corresponding to specific circumstances. Conclusions point out the factors of success and failure of the evaluated projects and programmes, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. Conclusions draw on data collection and analyses undertaken, through a transparent chain of arguments.

Source: *UN OIOS MECD Glossary; http://www.un.org/Depts/oios/mecd/mecd_glossary/index.htm*

Box 2: Definition of some terms from the Development Account guidelines

The **objective** states the overall intended goal of the project. Each project should have only one objective, which should not be longer than one sentence. The objective should include reference to the project's beneficiaries, its geographical scope and its substantive focus. The objective should not attempt to explain the ways in which the implementing entity intends to achieve the objective (i.e. it should not include the word 'through'). The project's

delivery will contribute to the attainment of the objective, yet the objective will not be achieved in full during the project's implementation period.

The **expected accomplishments (EAs)** describe the changes that are expected to occur as a result of the project's activities. EAs should be achievable within the project's timeframe and budget and should be specific enough to be measured by the associated indicators of achievement. In developing the EAs, it is important to assess whether the activities will concretely achieve what is defined in the EA. Most projects contain two EAs, but projects with complex activities or a large budget may exceptionally have three EAs.

Indicators of achievement are the tools that serve different management purposes throughout the project's life, including the need for monitoring the progress of ongoing activities and assessing whether, and to what extent, the stated expected accomplishments have been achieved, once the project is completed. Every indicator must therefore provide clearly defined units of **measurement and targets**, detailing the quantity, quality and timing of expected results.

The **project's activities** are the set of actions to be taken to achieve the expected accomplishments. Well-formulated activities should answer the question, "What are the specific actions that need to be taken by the project team, in cooperation with the beneficiaries, to achieve in full the expected accomplishments?" Examples of main activities in the context of the DA include: advisory services, workshops/seminars; toolkits, guidelines, publications; on-line training modules, etc.

http://www.un.org/esa/devaccount/index.

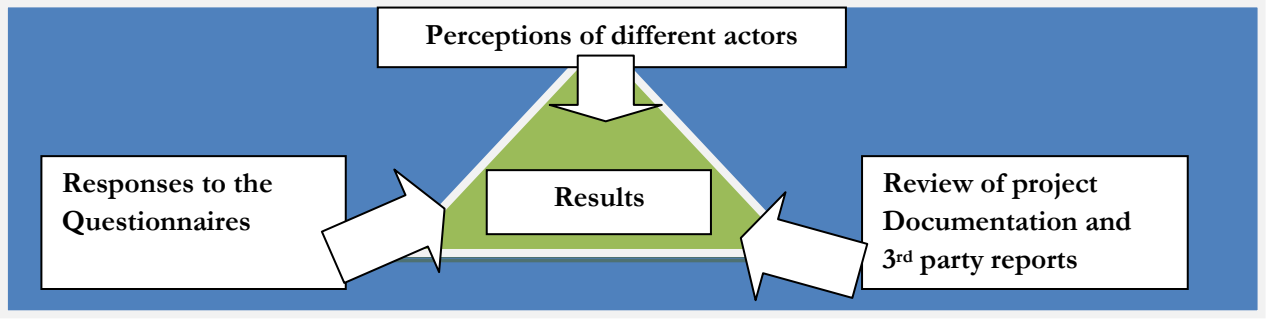
2.2 Description of methodology and the workplan

The evaluation used the following sources of information:

- *Desk Review of the project documents*: The following documents were provided: Project document (ProDoc); 2 annual progress reports; reports from the project events (e.g. meetings of the clusters which also contain the lists of participants), project deliverables (the Toolkit, National and Corridor Action Plans and studies), as well as a few non-project related publications;
- *Desk review of 3rd party reports***;**
- *A structured survey of all the beneficiaries which had taken part in the project activities, with a questionnaire* (containing a rating scale, see Annex 4); and
- *Semi-structured Key Informant Interviews, KII hereafter* (in-person or via telephone/skype/email) with (a) a subset of the overall list of beneficiaries (from the above); and (b) key staff who have been involved in the implementation of this project from ESCAP, UNCTAD, and UNECA (see Annex 5 for the KII guide). **27 interviews** were conducted in total (3 in person and 24 by tel. /skype): 20 with the stakeholders in the regions (10 each), 6 with the representatives of the implementing UN agencies and 1 with a representative from the Central Corridor TTFA.

The evaluation **relies on the Triangulation** of findings from various sources. Triangulation involves developing the reliability of the findings through multiple data sources of information bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions (see Figure 1). The evaluation matrix is presented in the Table 2. NB: the evaluation matrix does not reflect the exact wording of the questions from the survey and interviews (for these please refer to the Annexes). The interviews were organized along the evaluation questions and the interview questions were tailored depending on the institution that a particular interviewee represented

Figure 1: Method of Triangulation



The evaluation uses **contribution analysis** in the assessments of the outcomes if it is not possible to attribute the results observed to the program (see Figure 2:)

Figure 2: Steps in Contribution Analysis

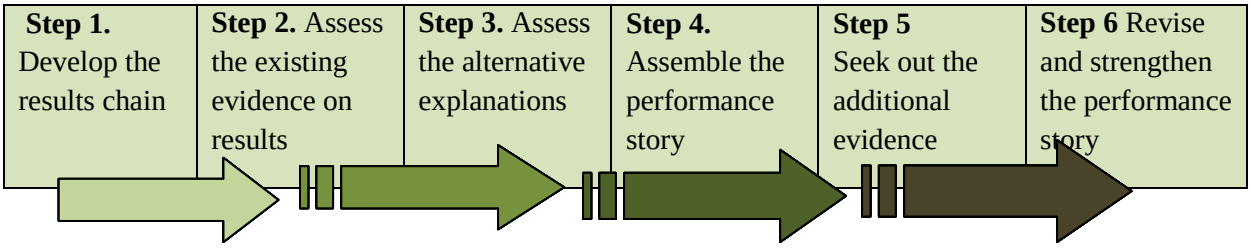


Table 2: Evaluation matrix

Evaluative Criteria Questions		Indicators	Sources	Methodology
1) Relevance				
1.1	How relevant was the project objectives to the priority needs of the countries?	• Extent of relevance from the Feedback/rating from the interviewees • Evidence from government strategies on the extent of relevance • Evidence from 3rd party report on the prioritization	• survey • interviews • project documents • 3rd party reports • country strategies	• triangulation of the information from various sources
1.3	Was the choice of activities coherent and sufficient to achieve the planned outcome as designed and as implemented?	• Extent of coherence from the Feedback/rating from the interviewees	• survey • interviews • project documents	• triangulation of the information from various sources
1.4	Were local stakeholders consulted in the project formulation?	• Extent of consultation in project design?	• survey • interviews • project documents	• triangulation of the information from various sources
1.5	Was the project complementary of other projects that the local stakeholders were engaged in? What was unique in the ESCAP/UNCTAD project?	• Extent of complementarity gauged from government strategies and 3rd party reports • Extent of complementarity from interviews	• interviews • 3rd party reports	triangulation of the information from various sources
1.6	Was there an evidence of the commitment/interest of the respective government agencies to the project at the onset? If yes, what kind?	• Extent of Government Commitment/interest in the project from the onset	• interviews • project documents	• triangulation of the information from various sources
2. Effectiveness:				
Outputs				
2.1	How useful is the facilitation toolkit developed? How effective it is in contributing to achieving the objectives of the project? Has it been used or is it likely to be used?	• Extent of positive feedback about the usefulness of the facilitation toolkit	• survey • interviews • project document	• triangulation of the qualitative information from various sources

2.2	Were clusters identified in all the countries? If yes, were they effective in contributing to the achievement of project objectives? If not then why, and if yes, then how?	• Extent of positive feedback about the effectiveness of the clusters	• interviews • project document	• triangulation of the information from various sources
2.3	Were national workshops held in all the countries? If not then why? If yes, then how effective were they in contributing to the achievement of project objectives?	• Extent of delivery of national workshops as planned and effects of non-delivery in some countries • Extent of positive feedback about the effectiveness of the national workshops	• interviews • project document	• triangulation of the information from various sources
Immediate Outcomes (Expected Achievements)				
2.6	Were National action plans adopted in all the countries? If not then, why? If yes, then how effective are they in terms of contributing to the achievement of the objectives of the project?	• Extent of delivery of national action plans and the effects of non-delivery in some countries • Extent of positive feedback about the effectiveness of the national action plans	• interviews • project document	• triangulation of the information from various sources
2.7	Were the Corridor action plans adopted for both regions? If not then why? If yes, then how effective are they likely to be in terms of the contribution of the achievement of the objectives of the project?	• Extent of delivery of corridor action plans and the effects of non-delivery • Extent of positive feedback about the effectiveness of the corridor action plans	• interviews • project document	• triangulation of the qualitative information from various sources
2.8	To what extent did the project contribute to the objective of enhanced capacity of national stakeholders to use the tools and mechanisms developed to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems identified?	• Extent of positive feedback about the project contribution to the objective of enhanced capacity of national stakeholders to use the tools and mechanisms developed	• survey • interviews • project document	• average rating • triangulation of the information from various sources
2.9	To what extent did the project contribute to the objective of enhanced knowledge of stakeholders to adopt innovative facilitation measures and use new technologies in transport and border crossing control?	• Extent of positive feedback about the project contribution to the enhancement d knowledge of stakeholders to adopt innovative facilitation measures and use new technologies in transport and border crossing control	• survey • interviews • project document	• triangulation of the information from various sources
2.10	What were the factors that hindered the project in achieving its objectives? What were the factors that helped the project in achieving its objectives?	• qualitative feedback/evidence	• interviews • project document	• triangulation of the qualitative information from various sources
2.11	Were the National Action Plan adopted by the clusters in the respective countries? Were they formally adopted by the respective governments? If not then why and how likely is it in the future?	• Evidence of the adoption of National Action plans by national clusters • Evidence of formal adoption of National Action Plans by the respective governments	• interviews • project document	• triangulation of the information from various sources

2.12	Were the Corridor Action Plans developed for both regions? Were they adopted by the national clusters? Were they taken on board formally by the national and regional institutions?	• Evidence of the adoption of Corridor Action plans by national clusters • Extent of adoption of corridor Action plans by the respective governments and regional institutions	• interviews • project document	• triangulation of the information from various sources
2.13	What was the role of national support institutions and national clusters in promoting the formal adoption by the Governments of the (a) National Action Plans and (b) Corridor Action Plans	• Evidence of concrete measures taken by national support institutions and national clusters to promote the formal adoption of the Action Plans	• Interviews • project documents	• triangulation of the information from various sources
2.14	What was the role of the UN agencies involved in promoting the formal adoption of the (a) National Action Plans and (b) Corridor Action Plans	• Evidence of concrete measures taken by UN agencies to promote the formal adoption of the Action Plans	• Interviews • project documents	• triangulation of the information from various sources
3. Efficiency				
3.1	How efficient and appropriate were the project management and implementation modalities involving the 3UN entities to ensure timely completion of project activities?	• Extent of efficient was the implementation modality	• interviews • project documents	• triangulation of the information from various sources
3.2	How efficient was the project in achieving its tasks on time?	• Extent of efficiency in terms of delivering on time	• survey • interviews • project documents	• triangulation of the information from various sources
3.3	How efficient was the project in achieving its tasks on budget	• Extent of efficiency in terms of delivering on budget	• interviews • project documents	• triangulation of the information from various sources
3.4.	How efficient was the project management in partnership and synergy building?	• Extent of efficiency in terms of building partnerships and synergies	• interviews • project documents	• triangulation of the information from various sources
3.5	What were the factors that hindered the efficiency?	• qualitative feedback/evidence	• interviews • project documents	• triangulation of the qualitative information from various sources
3.6	What were the factors that supported efficiency?	• qualitative feedback/evidence	• interviews • project documents	• triangulation of the qualitative information from various sources

4. **Sustainability**				
4.1	How likely is it that the project results will be sustained of time?	• Extent of perceived likelihood of sustainability	• survey • interviews • project documents	• triangulation of the information from various sources
4.2	How well was the project designed to ensure sustainability of project outcomes?	• Extent of positive feedback related to the quality of the ProDoc from sustainability standpoint	• survey • interviews • project documents	• triangulation of the information from various sources
4.3	To what extent do the national stakeholders assume **ownership** of the national/corridor action plans and have **willingness to** continue the necessary follow-up actions?	• Extent of perceived national ownership by the type of stakeholder	• survey • interviews • project documents	• triangulation of the information from various sources
4.4	To what extent do the national stakeholders have the **human resources** necessary to continue the necessary follow-up actions?	• Extent of perceived sufficiency of human resources to ensure sustainability by the type of stakeholder	• interviews • project documents	• triangulation of the information from various sources
4.5	To what extent do the national stakeholders have the **financial resources** necessary to continue the necessary follow-up actions (national governments; transport operators; other institutions)?	• Extent of perceived sufficiency of financial capacity/commitment to ensure sustainability by the type of stakeholder	• interviews • project documents	• triangulation of the information from various sources
4.6	What was the role of the UN agencies involved in promoting sustainability of the results of the Project	• Evidence of concrete measures taken by UN agencies to promote sustainability	• Interviews • project documents	• triangulation of the information from various sources
4.7	What needs to be done to boost the chances for the sustinability of the project results	• qualitative feedback	• Interviews • project documents	• triangulation of the qualitative information from various sources
5. Mid Term Outcome (Project Objective)				
5.1	How likely is it that Within three years after completion of the project, policies, programmes and/or projects on facilitation of cross-border and transit transport formulated and approved by the governments.	• Extent of perceived likelihood	• survey • interviews • project documents	• triangulation of the information from various sources

The desk review of the documents took place in December 2014/January 5-15 with the draft Inception report delivered by January 19, 2015 and finalized shortly thereafter. The collection of the information took place between January 20 and February 23, 2015. This included an evaluation mission to Bangkok (ESCAP HQ) during February 9-12, 2015. The draft report was delivered on Monday, March 2, 2015. The comments from the UNCTAD/ESCAP/ECA were received by March 11 and the evaluation report was finalized by March 31, 2015

2.3 Limitations

One particular limitation was that by the time of writing this report, the final report for the project was not available while the bulk of activities were carried out in 2014 (the terminal report was not due by the time of the evaluation). Somewhat tight deadline for the delivery of the draft report was another challenge. There were challenges related to responsiveness from some of the project implementing partners. There was a low response rate to the electronic survey; only 12 people responded, (7 from Central Asia and 5 from East Africa) i.e. 13 percent of the sample. Therefore, an agreement was reached with the evaluation manager not to use the aggregate ratings for this evaluation because of the small size of the sample. The survey was useful however in that it provided further insights in part of the qualitative information provided.

3. FINDINGS

This chapter presents the findings of the evaluation, organized by the evaluation criteria and questions. In a first step, the chapter describes the project context and planning: this is important to understand the level of ownership from the national stakeholders at the onset and the level of support the project received from the related international initiatives. As a second step, the chapter revises the result chain to have a stronger basis for the evaluation. In a third step, the report describes in detail the findings of the evaluation using the evaluation criteria and questions.

3.1 Project identification, formulation and positioning

There is no evidence that the project was initiated based on an ***explicit demand from the countries which were included in the project.***[2] While it is clear that the project reflected the mandates and resolutions from Member States (e.g. in terms of ESCAP, as part of the work programme of Transport Division and in line with the Regional Action Plan (RAP) on transport adopted by high-level transport ministers and senior officials in member States), formal letters of support from the relevant Government bodies in all 6 countries which would have reflected not only on the project concept but also project design/components (as part of the ProDoc) would have constituted a demonstration of an explicit demand and confirmed the relevance for the participating countries. As an example there is no evidence that the corridor route for the pilot was among the *immediate/short term* were equally prioritized in all 3 countries in Central Asia (see Section 3.3.1 on Relevance).

The initial idea had a focus on the countries in Central Asia which was then expanded to include also East Africa. On a reflection at ESCAP Transport Division there is an acknowledgment that more research was needed into the effective implementation options in East Africa.

[2] interview with ESCAP Transport team on February 11, 2015

3.2 Description of the underlying intervention theory

The Logframe from the Project document is presented in Annex 3 Extent of accomplishment of the planned Activities. The reconstructed Results chain (incorporating the assumptions) is presented in Figure 3.

Project Outputs

The ProDoc specifies the following ***Outputs: (1)*** *Facilitation toolkit develop; (2) Bottlenecks found; (3) Clusters created; (4) National action plans adopted; (4) Corridor action plans adopted; and (5) Implementation of action plans arranged.*

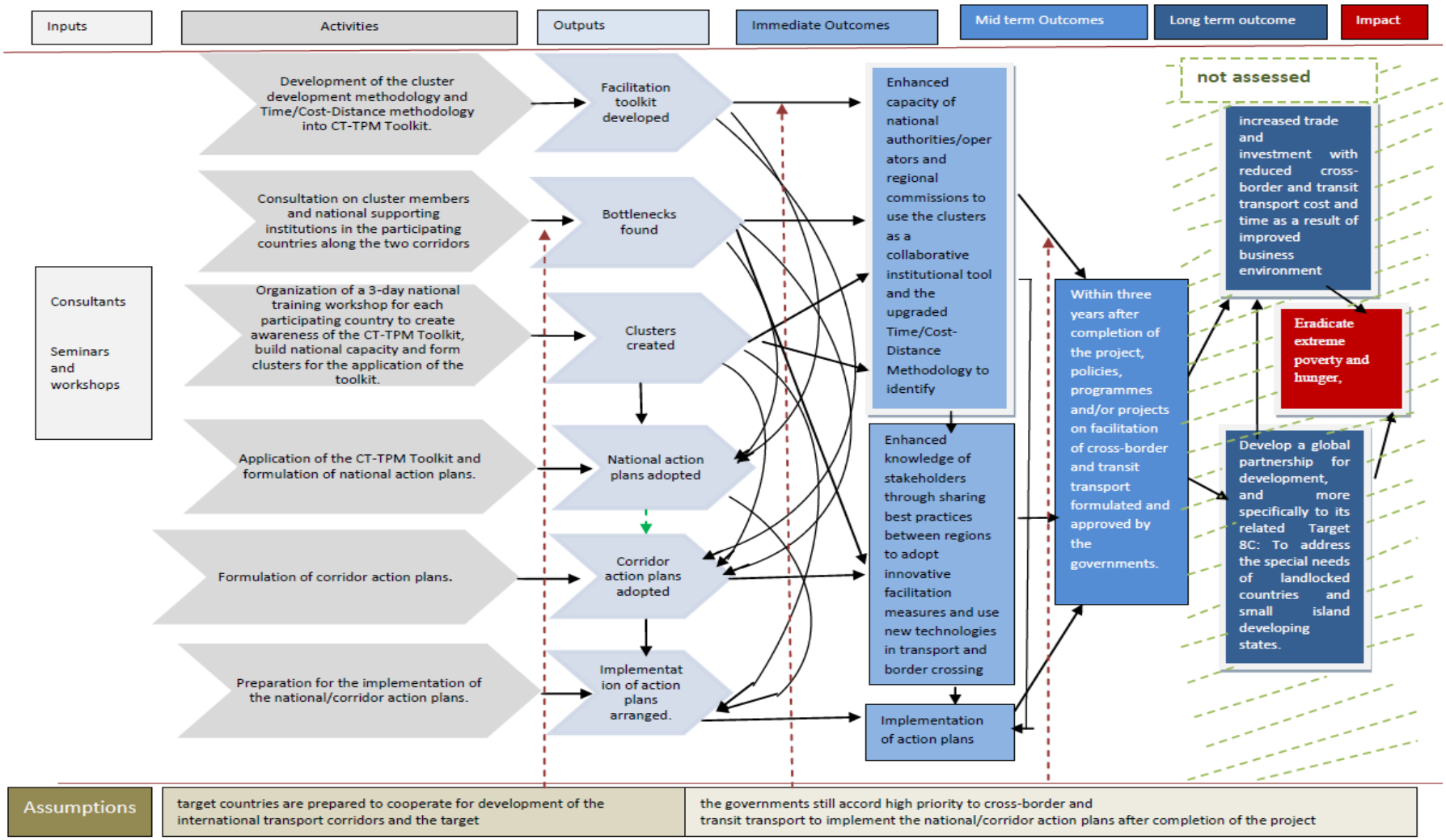
Expected Accomplishments (Immediate Outcomes)

The ProDoc specifies the following ***Expected Accomplishment (EA),*** i.e. Immediate Outcome: *Enhanced capacities of national authorities/operators in the two international transport corridors to identify and suggest solutions to the bottlenecks in cross-border and transit transport and to cooperate for corridor development through the use of the upgraded cluster methodology and time/cost-distance methodology.* The same is spelled out later as follows

- *Enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the clusters as a collaborative institutional tool and the upgraded Time/Cost-Distance Methodology to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems in participating countries.*
- *Enhanced knowledge of stakeholders through sharing best practices between regions to adopt innovative facilitation measures and use new technologies in transport and border crossing control.*

Additionally, according to the ProDoc, Local control authorities, operators and institutions gathered in the clusters in the participating countries were to be trained for the applications of the CT-TPM Toolkit. With their enhanced capacity, regular activities and guidance of the toolkit, the clusters were then to be responsible for the provision of specialized expertise and the operation of the established clusters throughout the project period. They were supposed to undertake the analysis of the cross-border and transit transport corridors and prepare, discuss and adopt national and corridor action plans as well as preparation for the implementation for improvement following the applications of the CT-TPM Toolkit. The control authorities, transport operators and institutions were expected to master the ways to use the toolkit through the practical exercise and promote the implementation of their national and corridor action plans after completion of the project. The ProDoc identifies the following 2 indicators for the EAs, namely, "***Within the project period: (1) National/corridor action plans to address the identified bottlenecks in cross-border and transit transport along the two corridors adopted*;** and (2**) *Implementation of the national/corridor action plans arranged*".**

Figure 3: Reconstructed Results Chain of the project



Source: Author, based on the information from the ProDoc

These indicators are ***only partially helpful*** to assess efficiency and effectiveness of the project, since these do not fully capture the Expected Accomplishments formulated as *enhanced capacity* and *enhanced knowledge.* Also, to assess the project's contribution to enhanced capacity and enhanced knowledge comprehensively baselines are needed to be identified and measured. Another problem with these indicators is with the wording "*adopted*" which implies a certain level of formality while the clusters were in essence only platforms for dialogue. There is also certain vagueness with the second indicator, as "*arranged*" could be widely interpreted, ranging from simply passing along the *action plans* to respective authorities to being formally and fully adopted as policy documents by national authorities.

Project Objective (mid- term Outcomes)

The "**Objective"** of the project is spelled out in the ProDoc as "*contributing to providing landlocked and transit developing countries with innovative and sustainable capacities to identify and address barriers to smooth and efficient cross-border and transit transport* operations along international transport corridors". This could be considered as the *midterm outcome* of the project. The ProDoc specifies an indicator as follows: ***Within three years after completion of the project, policies, programmes and/or projects on facilitation of cross-border and transit transport formulated and approved by the governments*.**

Long term Outcomes

The ProDoc mentions the following as expected impact of the project: (a) Increased trade and investment with reduced cross-border and transit transport cost and time.; and (b) Contribution to MDG No 8, "*Development of global partnership for development*", and more specifically to its related "*Target 8C: To address the special needs of landlocked countries and small island developing states".* It could be argued that these are *long term outcomes* of the project rather than *Impact,* as the same ProDoc contains references to higher level expected results *(see below).*

Project Impact

Contribution to poverty reduction in terms of Millennium Development Goal (MDG) No 1, *Eradication extreme poverty and hunger* (also specified in the ProDoc) would then ***be the expected impact***. The project was also expected to contribute to the implementation of the recommendations of the Declaration of African Ministers responsible for Transport on the MDGs as well as the achievement of transport targets and indicators related to the MDGs adopted by the ministers in April 2005 in Addis Ababa, Ethiopia.

3.3 Performance Assessment

3.3.1 Relevance

The assessment against the relevance criterion refers to the ***consistency of intended outcomes*** *of the project with* ***governments' development strategies and priorities and requirements of the target groups*** *and well as priorities of the participating UN agencies. Assessing relevance includes assessing both the core objective of the project and its design. Main questions as in the ToR:*

- *Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the participating countries; and*
- *Whether the planned and actual activities and outputs of the project were consistent with the intended outcomes*

Relevance of the project

Relevance of the Project concept

The challenges faced by Landlocked developing countries (LLDCs hereafter) related to trade are well recognized. The "*Almaty Programme of Action (2009): Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries*" was the manifestation of this recognition, the continued relevance of which was highlighted during its 2013 review. Many of the challenges faced by LLDCs in relation to transit transport are similar. World Bank (2009)[3] identified the three major factors affecting transport costs in landlocked developing countries as (a) unreliability of deliveries, (b) monopolistic trucking services, and (c) unnecessary overheads and informal payments; these raise prices up to as much as double what they should be. These similarities hold even though the geopolitical factors and the state of the infrastructure may differ. In particular, the key principle holds for all, that while cooperation with coastal countries is fundamental, many operational, regulatory and institutional improvements can be implemented in a country to create an enabling environment for trade and transport infrastructure development to guarantee efficient and economic sustainability, as stated in UNCTAD (2013)[4].

Thus the ***approach of the project to carrying out the planned measures in parallel in the countries individually as well as jointly in a coordinated manner was relevant to contribute towards an overall improvement of transit transport operations regionally.***

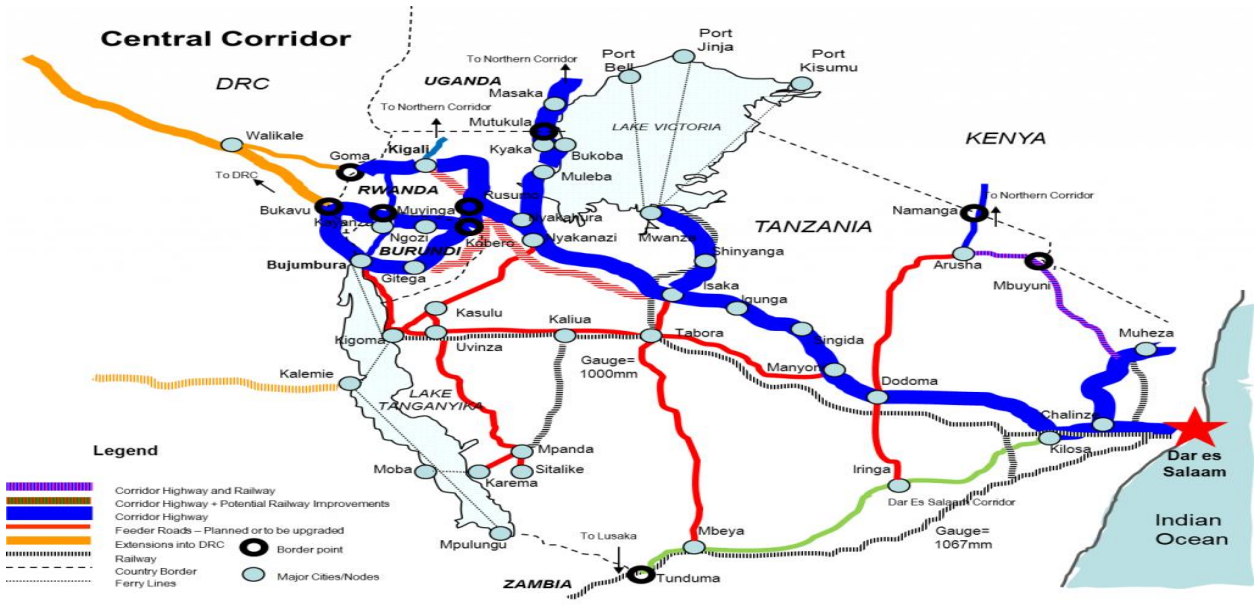
Regional relevance

East Africa: UNCTAD (2013) illustrates the specific issues for the East African transit corridors which provide access to seaports as gateways to link landlocked developing countries (LLDCs) with overseas trading partners. The report suggests complementary courses of action to improve transit transport efficiency and sustainability, which, *inter alia*, include: (a) building institutional capacity through corridor management arrangements, including formal agreements, where and as appropriate; and (b) improving the reliability and predictability of transit operations by trust-building measures between public regulators and private operators, such as risk-management customs systems, which allow for fewer en route checks, shorter delays and smaller convoys. This supports the claim that the project was relevant in the region. Moreover the fact that there is the Transit Transport Facilitating Agency (TTFA hereafter) "Central Corridor"[5] also supports this claim.

The project covers a section of the Central Corridor, linking Dar es Salaam to Kigali and Bujumbura. Two interviewees commented that Uganda and the Democratic Republic of the Congo (DRC hereafter) should have been included in the project from the start and that not doing so had a negative impact on the relevance of the project (see Figure 4 for the map of the Central Corridor)

[3] WB (2009): "Trade and Transport Facilitation in Landlocked Developing Countries", Washington, D
[4] UNCTAD (2013): "The Way to the Ocean: Technical report by the UNCTAD secretariat~, Geneva, Switzerland
[5] http://centralcorridor-ttfa.org/

Figure 4: Central Corridor



Source: centralcorridor-ttfa.org

Central Asia: the main constraints to market accessibility in this region fall into two categories: transport and logistics services, and international transit according to WB (2010)[6]. According to the study a two-tiered trucking industry seems to have emerged in Kazakhstan, the Kyrgyz Republic, and Tajikistan (a modern sector that offer higher-quality service at a higher price, and an informal sector that offers low tariffs by using old, polluting, and possibly unreliable and unsafe trucks) creating a dilemma for regulators, often captured by the modern sector tending to keep tariffs high, while the system also allows the truckers' associations who manage the system to charge commissions as forced intermediaries between shippers and carriers. According to the study this tends to reduce truck utilization (increasing unit costs per ton-km of carriage), restricted competition, which protects monopolistic pricing and inhibits the development of higher-quality services required by modern supply chains. The study also argues that if export diversification is the underlying goal for Kazakhstan, the Kyrgyz Republic, and Tajikistan as a group, the north–south road corridor linking the six leading cities to Afghanistan and Russia appears to be the highest priority connection (Nijny Panj-Dushanbe-Khujand-Batken-Osh-Bishkek-Almaty-Astana-Petropavlovsk, see Figure 5). The study argues for the need to look beyond the need of upgrading and rehabilitation of the infrastructure, and address complementary policy measures —to facilitate trade and transport by addressing various administrative barriers, as well as border crossing and transit constraints, as corridor efficiency (in cost, time, reliability, and flexibility) is imperative for trade competitiveness, particularly for landlocked countries. This is a supporting evidence for the relevance of the project and its focus in this region.

The corridor promoted by the project, namely Almaty- Bishkek-– Dushanbe is part of the route mentioned above (see Figure 6). On one hand this is a supportive argument in favour of the relevance of the corridor idea promoted by the project as a pilot for the application of the Toolkit. . On the other hand however, by not covering the entirety of the corridor the project has exposed itself to the short-term priorities of the countries involved in the project. The reports from the National and corridor level workshops indicate that the national stakeholders

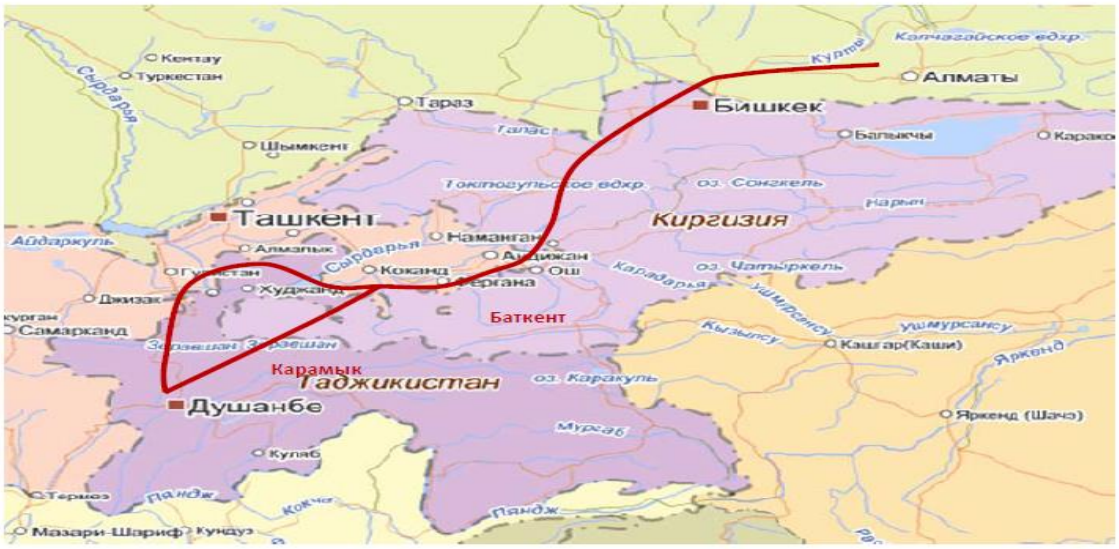
[6] WB (2010): "Central Asia: Expanding Trade by Connecting with Markets- Kazakhstan, Kyrgyz Republic, Tajikistan", Report No. 53556-ECA, Poverty Reduction and Economic Management Unit Europe and Central Asia Region

from the region thought that the neighbouring countries along the "long" corridor should have been included. While it is appreciated that the scale of the project was not large enough to cover more countries, according to the evidence gathered during the evaluation this has affected the level of prioritization of this pilot corridor route by the stakeholders from one of the countries (Kazakhstan).

Figure 5: The North-South road corridor linking six Central Asian leading cities

Source: WB (2010): "Central Asia: Expanding Trade by Connecting with Markets- Kazakhstan, Kyrgyz Republic, Tajikistan", Report No. 53556-ECA, Poverty Reduction and Economic Management Unit Europe and Central Asia Region

Figure 6: Corridor promoted by the project in Central Asia



Source: Project Documents (country study reports)

The relevance was also affected by choosing only road transport in Central Asia. While this had been only a "pilot", and such narrowing of the scope could be justified on the grounds of limited funds and scope, the exclusion of other transport means has had an impact on the relevance of the project for the stakeholders in Kazakhstan in particular: the representative of the Association of National Freight Forwarders of Kazakhstan (KFFANEK) in the interview mentioned that the rail transport is the predominant means of their members.

Country level priorities

The interviews revealed **the appreciation of the relevance of the toolkit** by the stakeholders in all the countries. With regards to the TCD methodology *per se*, it was more known in Central Asia than in the East African countries before the project was launched. **All the interviewees thought that it is a useful instrument.**

While there were and are consultative platforms in all the countries involving the government bodies and non state actors, like associations of freight forwarders and transport operators, these platforms are narrower than the **clusters** which were formed with the project support. Often the pre-existing ones focus on certain transport modality/institution (e.g. around port authorities). The novelty of the project-promoted clusters was not only in the fact that they were wider in terms of their representation, but also in that they symbolized more national ownership in corridor level discussions. **Thus the idea of the clusters was also very relevant for all the countries and this was acknowledged by virtually all the interviewees.**

Equally, **the idea of National Action Plans was considered relevant** as they were based on an analysis with a methodology which they found very useful with insights from wide range of stakeholders.

As for the **Corridor Action plans, these were regarded as relevant** by the interviewees, but to a lesser degree in Central Asia, especially by the stakeholders from Kazakhstan, as mentioned, where the evidence points to that the priorities of the short term are in other routes, although the stakeholders mentioned that in the long term this corridor (project promoted) also needs to be developed.

Alignment with the Priorities of participating UN agencies

The proposed project is within the scope and priorities of the United Nations (A/64/6) and will directly contributes to the biennial programmes of ECA, ESCAP, UNECE and UNCTAD for the period 2010- 2011 and also strategic frameworks for the period of 2012-2013 as follows[7]:

- ESCAP Subprogramme 3: Transport, Expected Accomplishment *(c) Increased capacity among ESCAP member States and regional industries to implement measures to improve the efficiency of international transport operations and logistics as well as road safety*;.
- ECA Subprogramme 5: Economic cooperation and regional integration, Expected Accomplishment *(b) Enhanced capacity of the African Union Commission and the regional economic communities, namely: the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Community of Sahelo-Saharan States (CEN-SAD) to implement relevant priorities of NEPAD, the African Union 10-year capacity building programme and multi-year programmes developed with COMESA and CEN-SAD; and Subprogramme 1: Trade, finance and economic development , Expected Accomplishment (c) Enhanced capacity of member States to analyse, formulate and implement appropriate policies and strategies to*

[7] this part borrows from the Project Document

address the challenges of globalization, including a better understanding of the implications of South-South cooperation for Africa's development;

- UNCTAD Subprogramme 4: Technology and logistics, Expected Accomplishment *(a) Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168*);
- ECA, SRO-EA Subprogramme 7 (Subregional activities for development), Component 4 (Subregional activities in East Africa), Expected Accomplishment: (*a) Enhanced capacity of member States and the East Africa RECs, namely the East African Community (EAC) and the Intergovernmental Authority on Development (IGAD), and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in East Africa*; and.
- ESCAP SRO-NCA, Subprogramme 8 (Subregional activities for development), Component 3 (Subregional activities in North and Central Asia), Expected Accomplishment: *Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address transport and trade facilitation and water, energy and the environment.*

Relevance of the project design/ Coherence

The majority of the interviewees thought that the project should have envisioned more support with alignment of the national policies in line with the recommendations, covering at least developing concrete mechanisms on how the recommendations from the Action plans would feed into formal policies. Several interviewees thought that the project should have been designed in a phased manner, with 2 phases, with the 2nd phase focusing on the support for alignment of the recommendations from the Action Plans and formal policies.

3.3.2 Efficiency

Several aspects of efficiency are assessed. The questions include:

- *Have project management and implementation modalities involving the 3 UN entities (5 – if the regional sub offices are to be counted) been adequate and appropriate to ensure timely completion of project activities?*
- *Was the project implemented on time and on budget?*
- *What was the quality of implementation?*
- *Were effective synergies built with the International organizations and initiatives promoting the same topic and active in the region?*
- *How efficient were the Monitoring arrangements?*

Project management set up

The following were the planned implementing partners for the project according to the ProDoc: ESCAP, UNCTAD, the ECA, the ECA Subregional Office in East Africa, and the ESCAP/UNECE Subregional Office for North and Central Asia.

- **ESCAP, lead agency**, responsible for the overall coordination of activities, preparation of an overall workplan in consultation with UNCTAD, ECA and subregional offices, and monitoring of the progress of the project implementation;

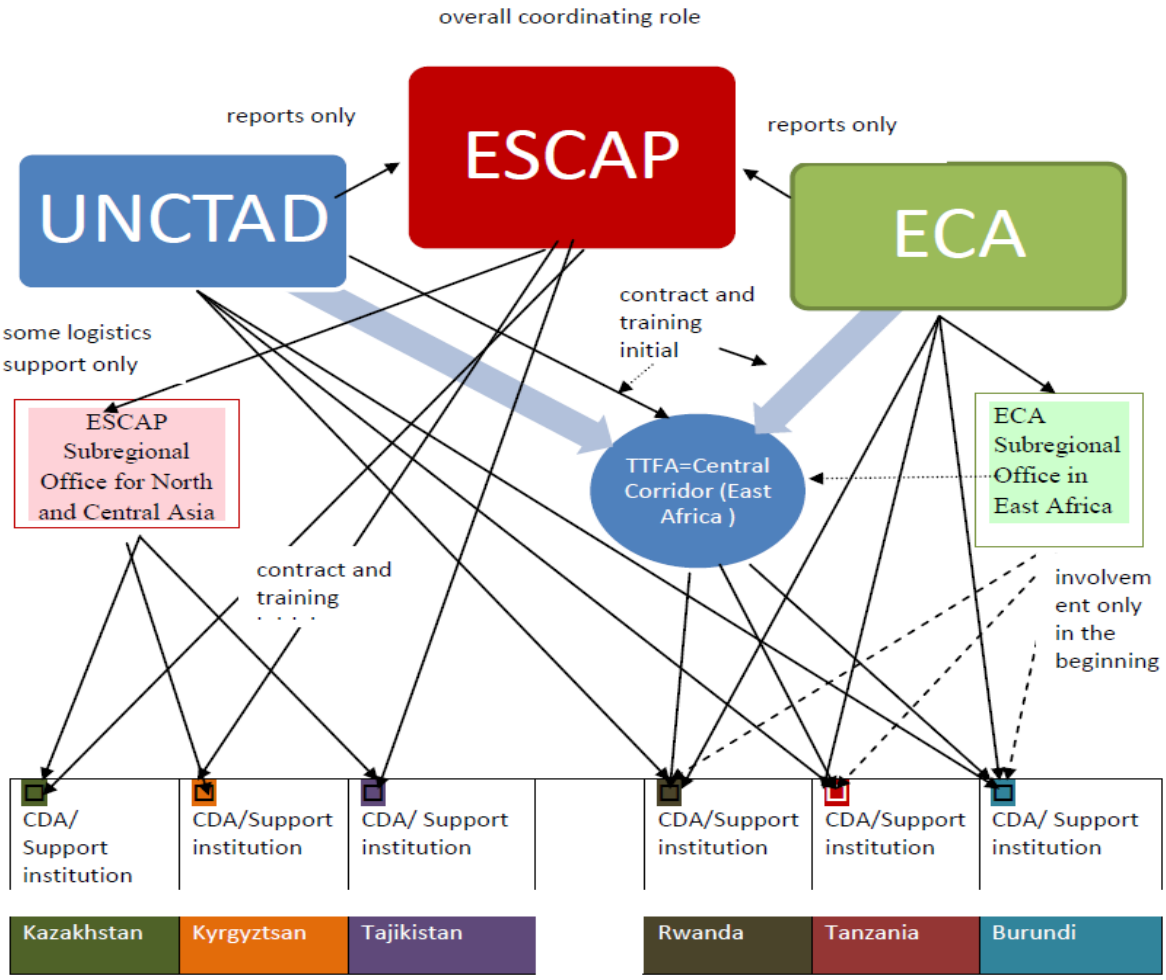
- **ESCAP and UNCTAD** having a central role in technical support for the implementation, **jointly** responsible for further development of the cluster methodology and Time/Cost-Distance methodology, j**ointly** identifying potential cluster members and national supporting institutions, organizing and conducting the initial national training workshops in each corridor and technical support for the applications of the CT-TPM Toolkit and formulation of national/corridor action plans as well as preparation for the implementation;
- **Regional commissions and subregional offices: responsible for project execution in their regions/subregions.** The regional commissions and their subregional offices were charged with monitoring the activities of clusters and national supporting institutions and providing substantive support to cluster activities if necessary. They were also charged with coordination between countries for corridor activities. ***This is not how it has worked during the implementation:***
    - The ECA Sub-Regional Office for Eastern Africa (SRO-EA) was initially designated to be the lead coordinator and implementer of the project for ECA's part. Their role was also to facilitate identifying the potential cluster members and national supporting institutions and organize/conduct national training workshops After a year from the start of the project (with the implementation essentially stalled with regards to these 3 countries) this role shifted to ECA HQ in Addis Ababa; and
    - ESCAP Subregional Office for North and Central Asia had some supporting role facilitating the implementation of the project, but were not the responsible unit for the project execution

At the start of the project there was also an agreement reached between UNCTAD and ESCAP that i*n the regional-implementation phase, UNCTAD would be responsible for contracting a supporting institution (TTFA Central Corridor) as a regional partner and for providing initial training and support to ECA at regional/national level in East Africa.* ECA was then responsible for the activities to follow at the *regional-implementation phase in East Africa only providing periodic report to ESCAP*. As for Central Asia, UNCTAD had no involvement and both the training and implementation phases were carried out by ESCAP with some support from the ESCAP Subregional Office for North and Central Asia.

Figure 7 describes the set up for the project management schematically.

This multi-country and multi-agency set up, coupled with the insufficient preparatory work as part of the design of the project (which could have revealed some of the procedural complications that emerged later related to procurement), a somewhat reduced level of communication between the implementing agencies at the post-training stages, as well as subjective reasons (e.g. changes/transfers of project personnel) has proved to be a challenge and eventually manifested itself in significant delays in the course of the implementation of the project (see next in this Section)

Figure 7: Project management set up



Source: author

Timeliness

The planned initial duration of the project was 24 months (January 2012- December 2013). The project was then extended for 1 more year. The project has significant delays in both regions after the development of the Toolkit. In particular;

- ***Central Asia:*** Due to late responses from the local partners, the first national training workshop in Kazakhstan could not be arranged within 2012 as planned. This made it more difficult to arrange for simultaneous application of the toolkit in all three selected countries in that region (Activity A5). There were delays connected to trying to identify a CDA/supporting institution in Kyrgyzstan to be contracted, and after a while and efforts to find a solution, it was decided that some of the activities (study, national Action Plan) will not be pursued Kyrgyzstan (see Section 3.3.2); and
- ***East Africa:*** The training workshop initially planned for the end of 2012 in the East African Central Corridor, had to be postponed due to unforeseen developments: key participants were either not able to confirm attendance on time or were not available to participate. There were also personnel changes within ECA (HQ and the regional office). Additional complications emerged with contracting TTFA and the national consultants (due to initial errors in the budget formulation and difficulties in changing these).[8] Thus the first meeting in East Africa happened at the corridor and not country

[8] Interview on March 3, 2015 with the former Head of the Trade Logistics Branch of UNCTAD, responsible through its Transport Section, for the UNCTAD share of the project execution

level (see later in this Section) in January 2014, with a delay of more than a year and a half.

It should be mentioned that the planned pace of the project as in the ProDoc was overly optimistic. As an example, only 3 months were thought to be necessary for the organization of the national workshops starting from day one, while at the same time the same 3 months were envisioned for the development of the toolkit.

Quality of project implementation

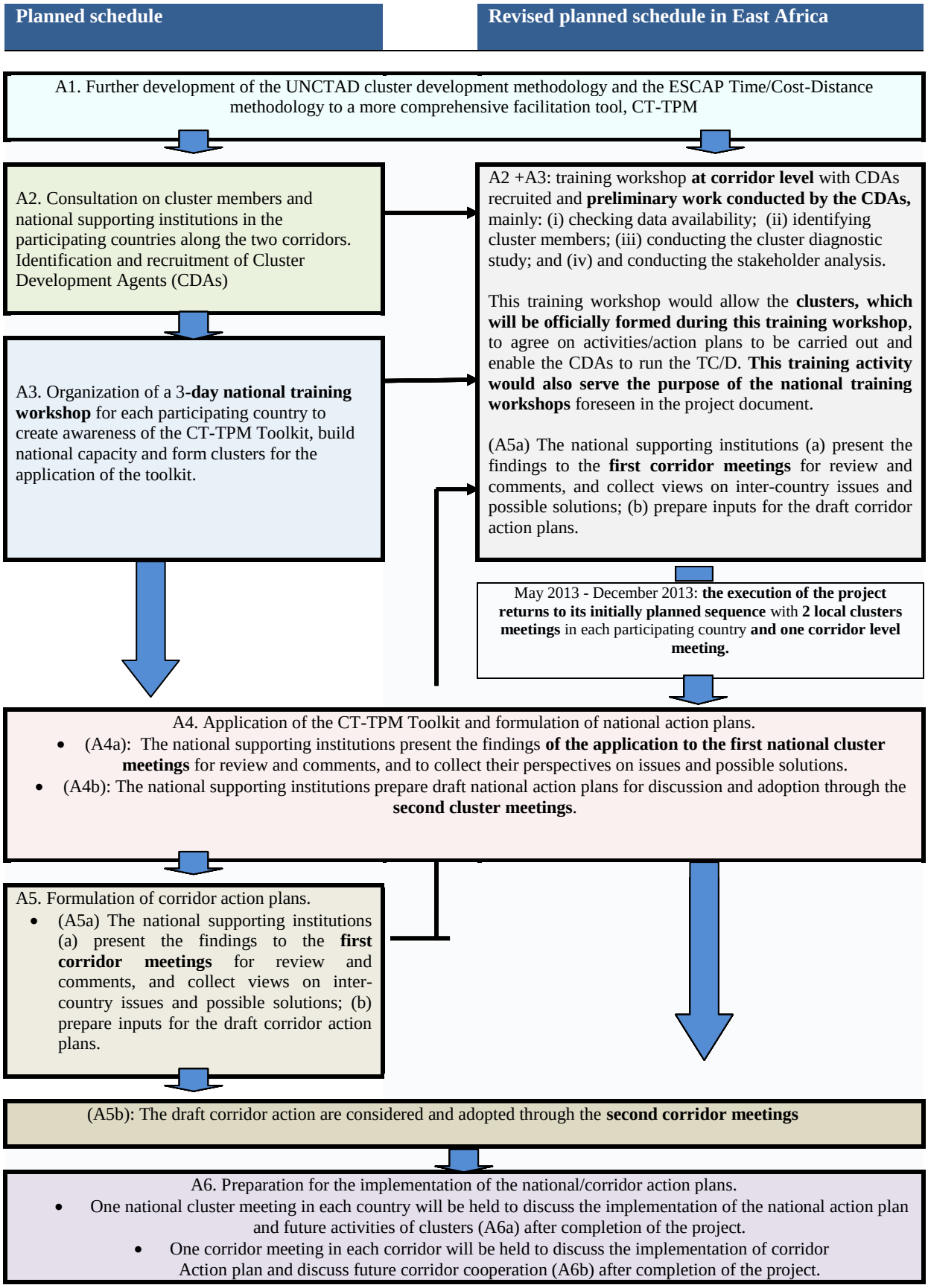
East Africa: Due to significant initial delays following a discussion with various stakeholders involved in the project implementation in East Africa, it was agreed to rearrange the project activities in a different sequence: providing, as a start, for one corridor level training workshop for all three participating countries under activity A3 instead of three national training workshops (one for each of the countries). It was expected that this training workshop would: (a) allow the *clusters, which were to be officially formed during this training workshop,* to agree on activities/action plans to be carried out and enable the CDAs to run the TC/D; and (b) *also serve the purpose of the national training workshops foreseen in the project document.*

Figure 8 describes the initial and the revised plans for the implementation steps in East Africa. The reversal of the steps was initiated with an understanding that after May 2013 the project will return to its original schedule (see Figure 8). However even these plans were pushed further away, as this first corridor level workshop happened in January 2014 only. Overall the EA portion of the activities was to some extent rushed through eventually. According to the Progress reports of the Project, this revision was not thought to have the potential to have a negative impact on the attainment of the Expected Achievements. However this was not the case as the 3rd cluster meeting (A4) did not take place and there is no evidence that national level workshops under A6 ("*Implementation of the Action Plans arranged*") took place in all the countries. While this reversal of the planned sequence of the project activities is a demonstration of a hands-on management approach in the face of significant delays, the prolongation of which would have jeopardized the implementation of the project altogether, the KIIs revealed that:

- There was less time than planned for the sensitization of the stakeholders and for the training in the use of the Toolkit, something that most of the respondents for the KIIs were unhappy with[9]; and
- There was a disruption of the logic of the project in that the corridor level priorities were to be identified in each country by the national clusters first and only then harmonized at the corridor level meetings, to iron out the differences. In the revised scenario, the stage for intra-country consensus building of the corridor level issues was omitted.

[9] part of the stakeholders from East Africa participated both in the training organizaed during the regional meeting in Rwanda in January 2014 and in the follow up country level training,, but part of them participated only in the country level training which was short

Figure 8: Original and revised schedules in East Africa



Source: author

Central Asia: The non-delivery of the Study and the National Action Plan for Kyrgyzstan was due to procedural complications related to UN procurement rules as well as regulations/laws in Kyrgyzstan. In particular: no local non-governmental research institute

could be identified as national supporting institution, as the UN rules prohibit contracting private companies and it turned out that the relevant research institutions were all categorized as commercial organizations in the country. As for contracting the MoTC (Ministry of Transport and Communications) it turned out that the hard currency regulations in the country made it impossible to ring-fence the funding for the project budget to assure the use of the finances solely for the project. While in East Africa individuals were hired to serve as CDAs and to act as the envisioned "*national supporting institutions*" (see Table 3), it was not thought to be a suitable option in Kyrgyzstan.

Table 3: Arrangement for CDAs and support institutions in the countries

	Kazakhstan	Tajikistan	Kyrgyzstan
CDA	Association of National Freight Forwarders of Kazakhstan (KFFANEK)	Ms. Farida Yokubzoda (Ministry of Transport)	Ministry of Transport and Communications of (MoTC) Kyrgyzstan **was supposed to act as CDA** and supporting institution under the Letter of Agreement (LoA) concluded with them, but the contract was not executed.
Support institutions	Association of National Freight Forwarders of Kazakhstan (KFFANEK)	Ministry of Transport of Tajikistan	
	Rwanda	Tanzania	Burundi
CDA/Support	Mr. Safari Vincent	Dr. Jovin J. Mwemezi	Mr. Gilbert Niyongabo

Source: Author based on project document review

Monitoring and Evaluation

According to the ProDoc the two regional commissions were supposed to (a) regularly collect information on the proposed indicators; (b) monitor progress of the project implementation and evaluate completed activities every quarter. Only annual progress reports were produced however in line with DA requirements.

Questionnaire surveys of the training courses and corridor meetings at the end of the events were planned to evaluate the quality of resource materials produced by the project and for the improvement of subsequent activities and resource materials. These plans were not followed through.

Budget and expenditure

The project received funding in 2012 in the amount of USD 533,000 (see Table 4). While the very final figures related to budget utilization were not available by the time of writing this report, as per 11/02/2015 approximately 80K USD from the project budget was not utilized (15% of the budget), which is not surprising given that the non-achievement of national level activities in Kyrgyzstan and the reduced version of activities in East Africa[10]. At the same time

Table 4: Budget as planned

Budget lines as planned	USD
Consultants	94,000
Seminars and workshops	259,000
Contractual services	90,000
Travel of Staff	76,000
External printing	4,000
General operating expenses	10,000
TOTAL PROJECT	**533,000**

Source: ProDoc

- The stakeholders from East Africa mentioned in the KIIs that the 2nd stage of the study (which was in essence conducted in 2 stages with a verification stage after the 1st corridor level meeting) was conducted with own/external resources, as no project money was available for the second stage and so other sources were sought (also recorded in the report from the meeting in Arusha, in September 2014); and

[10] The request to produce a table where the spending will be mapped against the categories as in Table 4 and split by region and country was not met with the justification that the system does not allow for such breakdown.

- The review of the reports from East Africa reveal also other references to the lack of the funding due to which certain activities were not carried out (e.g. Cluster Diagnostic in Rwanda, according to the Report from the meeting in Arusha, in September 2014).

This points to the room for a better communication among the project implementers (itself affected by the over fragmented implementation modality of the project)

Building synergies

No significant synergies were built under this project with existing regional initiatives in Central Asia, e.g. ADB or WB (informally there were steps taken to build synergies with ADB under CAREC but with no result as yet). As for the Central Corridor, it, as an organization receives significant funding from various sources and it is impossible to distil the contribution of the project to this.

3.3.3 Effectiveness

The evaluation assesses effectiveness of the results at the level of Activities, Outputs, and Short term Outcomes, namely:

- *Were all the outputs delivered as planned? To what extent are project stakeholders satisfied with the quality of the outputs, and are likely to, or have used the tools developed?*
- *To what extent does the project contribute to the objective of enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the tools and mechanisms developed under this project to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems identified?*
- *To what extent does the project contribute to the objective of enhanced knowledge of stakeholders to adopt innovative facilitation measures and use new technologies in transport and border crossing control?*

Extent of delivery of the planned outputs

Table 5 lists the expected outputs from the Project document along with the status of achievement. Annex 3 desscribes the Activities as planned and as implemented.

Table 5: Achievement of Expected Outputs

	Expected Outputs	Status as per February 2015
1	Facilitation toolkit	Developed
2	Bottlenecks found	**CA:** limited level in Kyrgyzstan as the bottlenecks were identified in the contest of the corridor Action Plan only
		EA: bottlenecks identified at national and regional levels
3	Clusters created	**CA:** limited scope in Kyrgyzstan, as the cluster was formed in the context of the corridor level meetings only
		EA: created
4	National action plans adopted	**CA:** for 2 countries only: Kazakhstan and Kyrgyzstan. Not completed for Kyrgyzstan
		EA: adopted by clusters
5	Corridor action plans adopted	**CA:** developed
		EA: no separate document was developed. There was only a compilation of the National Action plans

	Expected Outputs	Status as per February 2015
6	Implementation of action plans arranged.	**CA: The Action Plans were handed over to the Governments of Kazakhstan and Kyrgyzstan.** While this formally is in compliance with the task as specified, this does not necessarily amount to "*arranging for the implementation of Action Plans*" **(s**ee the discussion later in this Section). **More substantive implementation arrangements are present in Tajikistan** where the Ministry of Transport has taken the Action Plans on board harmonizing the recommendations with the ongoing efforts related to the development of transport sector
		EA: Activities as planned according to the ProDoc with an additional corridor level meeting was not implemented. No additional national level meetings in each country as planned according to the ProDoc were formally reported, except in Tanzania. **However, during the 2nd and last Regional Workshop on the Application CT-TPM Toolkit in the Central Corridor organized in Arusha, Tanzania 15-17 September 2014, the implementation of the corridor action plan was discussed and certain agreements were reached.**

Achievement of Expected Achievement (EA) according to project indicators

EA indicators are part of the specified outputs and hence covered in Table 5, namely:

1. *National/corridor action plans to address the identified bottlenecks in cross-border and transit transport along the two corridors adopted; and*
2. *Implementation of the national/corridor action plans arranged.*

To summarize:

- ***National Action Plans were produced in 5 countries out of 6,*** with the exception of Kyrgyzstan and adopted by relevant clusters. Regarding the arrangements for the implementation of the Action plans, if this is to be understood as passing on of the relevant and adopted by the clusters Action plans to the respective governments, then this was achieved in all the countries, expect in Kyrgyzstan (since it was not developed)**.** It must be mentioned that the Kazakhstan Government has been reformed soon after the project completion with Ministry of Transport and Communication seizing to exist as a separate ministry and staff changes; this could have potentially affected the outcomes. As for more substantive uptake by the Governments of these plans then this was more pronounced in Tajikistan and Tanzania and with a potential for that in Rwanda. There are more chances for more substantive arrangements for the implementation in East Africa due to maturity of the TTFA Central Corridor's own projects and plans.

- ***Corridor Action Plans were adopted by the relevant clusters in both regions, however:***
    - ***In East Africa, there was no separate document***; it was rather a compilation of the National Action Plans. While the 2nd and last Regional Workshop on the Application CT-TPM Toolkit in the Central Corridor organized in Arusha, Tanzania 15-17 September 2014, provided a platform to discuss the implementation of the corridor action plan, and the interviewed representative from the TTFA Central Corridor commented that the recommendations from the National Action Plans (in the part of the corridor) are sufficient and congruent with the plans which the TTFA Central Corridor as an organization has, and hence there was no strong need in a separate document. This was not the view of some of the stakeholders from the individual countries, who commented that there was indeed a need to produce a Corridor Action Plan as a separate document as was planned: this would have harmonized the corridor level recommendations containing from the studies and National Action Plans.

- ***While a Corridor Action Plan was developed in Central Asia,*** the opinions of the stakeholders interviewed varied regarding the chances of the implementation of the recommendations. One of the comments from the interviewees from Central Asia was that the National and Corridor Action Plans were "recommendations", and so there was no assurance that these will be taken on board by the Governments. Most thought that more needs to be done to promote the implementation, and in particular more meetings at the regional level. The interviewees commented also that the lack of the National Action Plan and the Study in Kyrgyzstan negatively affected the quality of the Corridor Action Plan as it missed important insights which would have been in place had the study in Kyrgyzstan been conducted;

Extent of achievement of Immediate Outcomes

To remind the following was the objective of the project:

- *Enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the clusters as a collaborative institutional tool and the upgraded Time/Cost-Distance Methodology to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems in participating countries;* and
- *Enhanced knowledge of stakeholders through sharing best practices between regions to adopt innovative facilitation measures and use new technologies in transport and border crossing control.*

According to the ProDoc, the control authorities, transport operators and institutions were expected to master the ways to use the toolkit through the practical exercise and promote the implementation of their national and corridor action plans after completion of the project. While all the interviews stressed that the toolkit is a useful instrument, ***the extent of the use of facilitation toolkit varies by country.*** In Tajikistan the respondents reflected that they are familiar with it and plan to use it in their work. The respondents in Kyrgyzstan had the least knowledge of the toolkit, obviously a result of the fact that the planned study was not carried out there and the national Action Plan was not developed. In most of the countries the respondent associated the use of the toolkit with the studies which were produced. The respondents from Central Asia stressed that more time was needed for the training in the use of the toolkit.

While the ***clusters*** were formed in all 6 countries (with a caveat that in Kyrgyzstan this was only in the context of the corridor level meetings), and the respondents valued the idea of the clusters as was described in the Section 3.3.1 on relevance (due to their novelty in terms of wider representation of stakeholders) the level of commitment of maintaining the format of the clusters varied by country (*see the Section* 3.3.4 *on Sustainability*).

So while it could be claimed that ***the capacity of the national authorities/operators was increased*** *in terms of using the clusters as a collaborative institutional tool and the upgraded Time/Cost-Distance Methodology to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems in participating countries,* the extent of this is hard to assess comprehensively and this would be limited for some of the countries due to the above mentioned factors.

As for the *extent of the enhanced knowledge of stakeholders through sharing best practices* ***between regions*** *to adopt innovative facilitation measures and use new technologies in transport and border crossing control,* the clusters were a good mechanism to share

experiences between the countries within the regions. The project did not envision activities to promote knowledge sharing between the regions, and so the extent of achieving this objective would be limited unless the project idea receives further funding (see Section 6 on Recommendations).

.

3.3.4 Potential for Sustainability, Midterm Outcomes and Replication

Several aspects of sustinability are distinguished: country ownership and willingness of the Government to sustain, the potential of and threats to programmatic sustinability, and the quality of the project design in terms of bossing the potential for sustinability. The main questions covered are:

- *Have the project activities been designed and implemented in such a way to ensure sustainability of project outcomes?*
- *To what extent do the national authorities, transport operators and institutions assume ownership of the national/corridor action plans and have the capacities and willingness to continue the necessary follow-up actions?*
- *How likely is the achievement of the midterm outcome (objective of the project, i.e. adoption of policies and programs on the basis of adopted Action Plans within 3 years)?*

Country Ownership

National ownership is a crucial element of sustainability. National ownership refers to the question ***whose Action plans*** the National Action plans are (and the process used to develop these). According to the ProDoc, the clusters were *supposed to undertake the analysis of the cross-border and transit transport corridors and prepare, discuss and adopt national and corridor action plans as well as preparation for the implementation for improvement following the applications of the CT-TPM Toolkit.* In reality however the Studies and the Action plans were produced by the national support institutions/designated consultants. Due to the fact that the clusters represented many entities, there could have hardly been another solution. But this is different from policy papers which are developed by the policy makers themselves, and it remains to be seen whether this approach is effective for the majority of the countries involved in terms of the Indicator for the Objective of the project (i.e. *formal policies reflecting the recommendations from the Action Plans*).

One of the EA indicators is: *National/corridor action plans to address the identified bottlenecks in cross-border and transit transport along the two corridors adopted.* As discussed earlier the interpretation of the results depends on what '*adopted*' exactly means. If we put the threshold low and if it refers to the clusters discussing and broadly agreeing with the recommendations then the Action Plans can be regarded as '*adopted*". But the clusters were informal platforms and so these plans are in essence recommendations. A more *rigorous threshold* of national ownership would require at least some formal endorsement by an official government entity. A national strategy would be published by a national or regional entity (see Table 6).

Table 6: Various levels of "ownership"

Ownership criteria	National Action Plans	Corridor Action Plans
Discussed and agreed upon by a group of government officials	All countries, except Kyrgyzstan	Both corridors
Action Plans mostly drafted by policy makers themselves	-	-
Officially endorsed in writing by a government entity	Tanzania	-
Become part of a broader policy (e.g. Transport Strategy, etc)	Tanzania (the National Action Plan formally adopted by the MoT) and Tajikistan (likely, as the MoT is incorporating the	Central Corridor

Ownership criteria	National Action Plans	Corridor Action Plans
	recommendations from the National Action Plan into the Transport Development Strategy currently under development)	
Published by a government entity	-	-
Concrete actions taken to implement of the national/corridor action plans	**Tanzania, Tajikistan, Rwanda** (see next Subsection on Programmatic Sustainability)	Central Corridor (partly)

The ProDoc, under "*Assumptions and Hypotheses*" highlights the importance for the successful implementation of the project of the preparedness/willingness of the target countries to cooperate for development of the international transport corridors and willingness of the stakeholders to actively participate in the activities of the clusters. In **East Africa,** among the 3 countries involved in the project there is a strong interest to cooperate regionally for transit transport. In **Central Asia however, as discussed,** there is a somewhat low priority by the stakeholders in Kazakhstan in developing the corridor idea promoted by the project in the short run; there is more willingness on behalf of Kyrgyzstan and Tajikistan, but here there is are disagreements about certain border crossing points.

Programmatic Sustainability

East Africa

The countries in Africa reported a number of incidents of the implementation of the recommendations from the Action plans after the 1st regional meeting in January 2014. This is a clear indication of the important role that the institutionalization of the corridor promotion activities could play. A few examples: the charges for the trucks from **Burundi in Tanzania** were reduced from 500 USD to 150 USD; in **Tanzania** measures were taken to reduce the number of check posts; and in **Rwanda** measures were taken to reduce the time taken for police checks at Rugende. The difficulty is in attributing these measures to the project, as the issues that these measures addressed were known as a result of various diagnostic studies and measures planned/implemented by the TTFA Central Corridor. But certainly the **project contributed to highlighting the urgency of the need to resolve the issues** bringing in the perspectives of a wider scope of actors from each country.

At the **country level,** the potential for sustainability of the project is higher in Tanzania than the other two countries: here the cluster was established under the auspices of the Prime Minister's Office with the Ministry of Transport acting as Secretariat. Tanzania National Cluster formed a Technical Team from among Cluster Members to do a detailed assessment and recommend the way forward regarding Inland Container Depots (ICDs) locations and operations. The National Action Plan was formally adopted by the Government. Better sustinability prospect in Tanzania is also important from the **corridor perspective** as 70 percent of the stretch of the corridor passes through Tanzania. Perhaps this is also the rationale of an African Development Bank (AfDB) commitment of a Sh239 million ($2.6 million) to finance feasibility studies and design for Tanzanian Central Corridor. The main focus of the Central Corridor has been Tanzania's economy due to the limited amount of goods going in and out of Rwanda, Burundi and the Democratic Republic of the Congo. The grant, which was negotiated under the NEPAD Infrastructure Project Preparation Facility, marks a fresh turn in the long-running efforts to lift the status of the transport corridor that runs from the Port of Dar es Salaam to Rwanda and Burundi and the Democratic Republic of Congo[11]. It is plausible to assume that the prospects of this funding have played a role in Tanzania taking a stronger ownership of the projects results in the form of the cluster.

[11] http://centralcorridor-ttfa.org/news/afdb/

Sustainability is more likely in East Africa than in Central Asia due to the existence of the TTFA "Central Corridor", as an organization. At the same time it is not granted that the information flows from the national clusters in East Africa to the regional level will continue in the format promoted by the project in all countries. There are no assurances that the clusters will continue in Rwanda and Burundi, unless the TTFA and/or ECA commit to continued funding. This is particularly true for Burundi: the cluster members from Burundi lag behind among the 3 countries in terms of using the Toolkit, according to the interviews; they were also not sure that the cluster will continue to exist as a platform in the form it has taken. As for Rwanda, at the moment ECA has an ongoing support program there. The KIIs with the stakeholders in Rwanda indicated that the toolkit was used once more outside the project; coupled with the ongoing assistance from the TTFA, the chances for sustinability of the achievements of the project here look more promising (no specific programs in relation to Burundi were mentioned in interviews by ECA or TFA Central Corridor).

ECA and TTFA have plans to extend the use of the toolkit (including the cluster idea) in DRC and Uganda.

Central Asia

Of the three **countries** the sustainability of the project is more likely in **Tajikistan,** where the Ministry of Transport has taken the National Action Plan on board. In particular, under the CARs program[12] the country is receiving assistance with developing the *Transport Sector Development Strategy up to 2050* and at least some of the priorities identified in the Action Plans are likely to be reflected in it according to the representative from the MoT.[13] According to the representatives from the MoT the cluster will continue in some form. One of the important push factors perhaps was the fact that the WB has approved an allocation of $45 million equivalent recently to finance the second phase of the transformative ***Central Asia Road Links Program***, to be implemented in Tajikistan in 2015-2020. According to the KIIs there were apparently some improvements already (reduction of the road check points, simplification of some procedures). The stakeholders in **Kazakhstan** mentioned that: (a) it is likely that some of the recommendations from the National Action Plan will be included in the country strategy documents; (b) the idea of the cluster might continue in some form; and (c) the toolkit is likely to be used as the method of analysis were found to be useful and interesting. In **Kyrgyzstan,** the chances that the toolkit will be used are not high: the fact that there was no study and National Action Plan has reduced the perceptions of the merits of the model on the example of their own country for the stakeholders even though they participated in the 3 day workshop. As for the Corridor Action Plan, the Ministry of Transport and Communications has received it but there was no indication of how it will be used. It must be mentioned that the project coincided with post revolutionary period in Kyrgyzstan when many changes had happened within the government and it has left its mark undoubtedly.

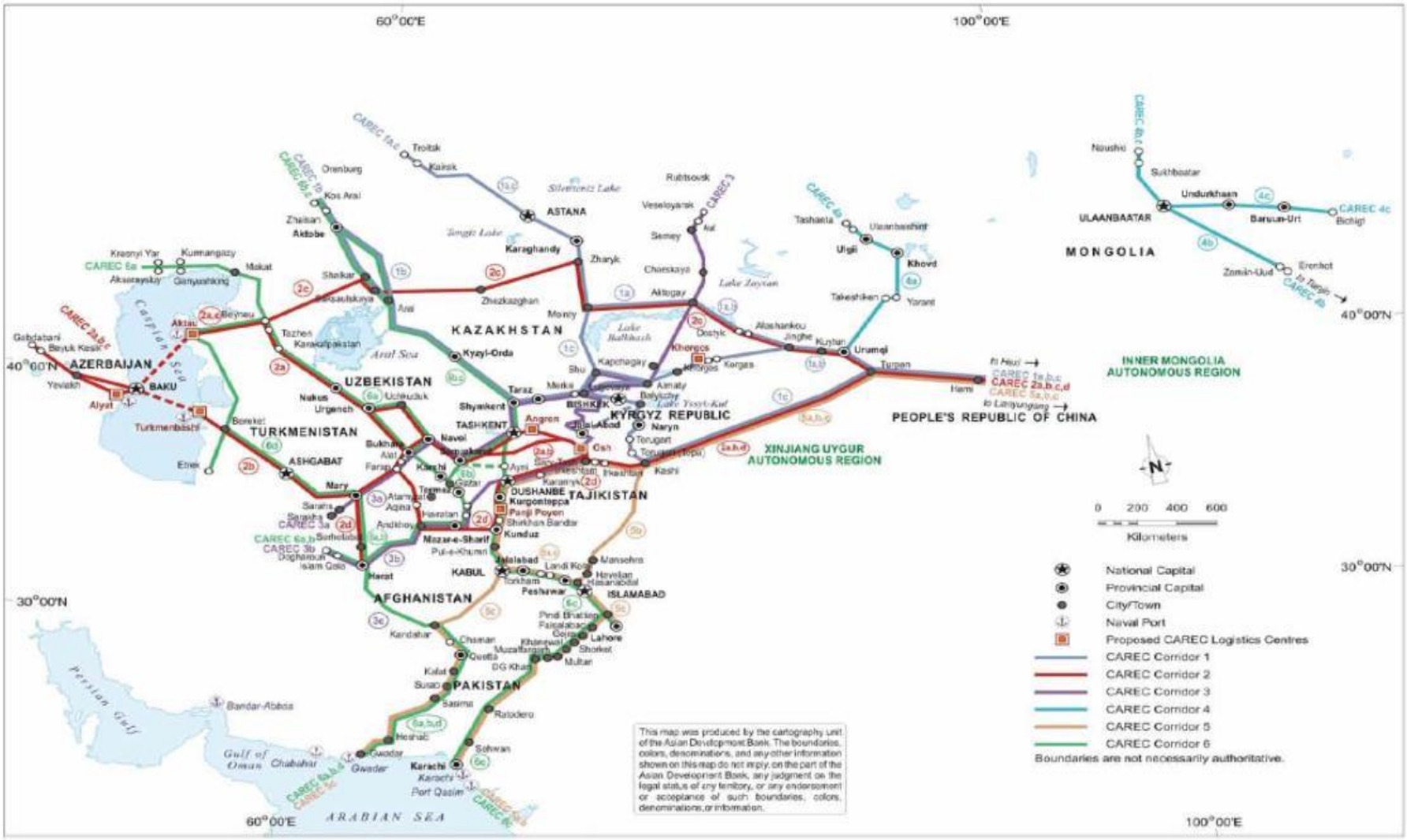
[12] ***Central Asia Road Links (CARs) Program*** - a collaborative regional, multi-phase program initiated by governments of Central Asia. The program aims to increase transport connectivity between neighboring countries while supporting improvements in road operations and maintenance practices. The first phase of the CARs, covering Kyrgyzstan, focused on the rehabilitation of cross-border road links bordering Tajikistan in Batken Oblast. The 2nd Phase of the Central Asia Road Links Program – CARs-2 will focus on the rehabilitation of approximately 70 kilometers of cross-border road sections in Sughd Oblast connecting Tajikistan's road network with that of Uzbekistan and the Kyrgyzstan. In addition to rehabilitation work, the project supports the Tajik Transport Ministry in improvement of road operations and asset management practices, including the development of the Transport Sector Development Strategy up to 2050

[13] The CARs-2 project will be implemented over five years by Tajik Transport Ministry. The World Bank's total contribution of $45 million equivalent consists of $38.25 million provided as a highly concessional credit, and $6.75 million as a grant. Tajik Government provided co-financing in the amount of $9 million. It is estimated that the project will directly benefit about 2.6 million residents of Sughd Oblast who are expected to be regular road users travelling along the road sections.

As for the **corridor**, the sustainability of the achievements of the project with regards to this particular corridor are uncertain unless it is linked with the existing large scale initiatives, and CAREC in particular, as the current project was not large and the corridor idea that it covers is only a segment included in the corridors being promoted by the WB and ADB under CAREC. The review of the reports from the Cluster meetings in Central Asia indicates that the stakeholders themselves thought that it was important to view the corridor in its entirety along the CAREC lines. In October 2013, ADB issued CAREC Transport and Trade Facilitation Strategy 2020, which marked a refinement of CAREC Program since 2008 with an expanded membership and the new strategic framework (CAREC 2020). Figure 9 describes the refined mappings of the corridors being promoted: it is now recognized that to increase trade with countries outside the region, CAREC ***will have to extend its corridors to gateways***. The TTFS 2020 has also emphasized the role of policy and institutional reforms. This includes the harmonization of regulations, procedures, and standards for cross-border movement of goods and people, in addition to implementing an enhanced approach to more efficient border management. In other words, *more importance is being attached to non physical barriers* and hence theoretically there is a room to cooperate.

It is encouraging that according to ESCAP, there are already plans for future activities to promote the regional cooperation along identified Central Asian corridor. In particular this is planned to be promoted with future targeted projects as well as through the Intergovernmental Meetings.

Figure 9: CAREC corridors revised as part of TTFS 2020



Source: ADB (2013):" CAREC transport and trade facilitation strategy 2020. Endorsed at the 12th Ministerial Conference on Central Asia Regional Economic Cooperation 23–24 October 2013, Astana, Kazakhstan

In addition, the ***United Nations Special Programme for the Economies of Central Asia (SPECA)***[14], which aims to strengthen subregional cooperation in Central Asia and its integration into the world economy and is run jointly by UNECE and ESCAP is also a vehicle for the follow up on this project: the Working Group on Transport and Border Crossing (PWG-TBC), was regularly informed about the project and its implementation and there are plans to pursue the follow up of this project also through SPECA.

However, the sustainability of the project results (e.g. clusters, use of the model, implementation of the recommendations related to non physical barriers to trade) it would be important to link it to CAREC, as well as other important regional initiatives, e.g. ***Economic Cooperation Organization (ECO) Transit transport framework agreement***, the main themes of which include *Custom Administrations* and *Enhancing Role of Private Sector*, and so there is room for building synergies.[15]

Sustainability Design

The issues pertaining to the design of the project were discussed in the Section 3.3.1 on Relevance, but it is worth summarizing those with that support or hinder the potential for sustainability: this is done below.

- ***Links to existing regional initiatives:*** strong in the case of East Africa and weak in the case of Central Asia;
- ***The nature of the National and Corridor Action plans*** which are in essence recommendations with the lack of clear measures planned in terms of developing the mechanisms for the inclusion of the recommendation into formal policies;
- ***No measures planned to lead to the formalization of the national clusters,*** while according to the ProDoc these were expected to be "*long standing cooperation mechanisms, of control authorities and transport operators*", as discussed earlier. A further point is related to the different institutional arrangements in the two regions: in East Africa the TTFA Central Corridor was the key partner institution, while no such institution exists in Central Asia.[16] The evaluation has highlighted the important role that such an organization can play in promoting the effectiveness and sustainability of the application of the project promoted tools. From this standpoint cooperation with the existing structures (e.g. ECO TTFA mentioned earlier) could have been helpful;
- ***No plans in the ProDoc to follow up the development of the Action Plans with mechanisms for implementation;***
- ***No concrete actions planned for wide scale dissemination of the projects products (e.g. the toolkit), as well as for communication related to the project progress, achievements and lessons learnt;*** and
- ***Lack of measures to ensure that there are sustainable mechanisms to continue the training on the toolkit (e.g. TOT) and the country level.***

Potential for replication

Replicability would require clear evidence that the approaches taken have worked sustainably. This is first of all related to the fact that the Action Plans were developed mostly by outside experts. And secondly, this applies to the clusters: it remains to be seen whether the clusters

[14] Launched in 1998; the countries of SPECA are Afghanistan, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.
[15] Signed: Almaty, 9th May 1998; Entry into force:19th May 2006
[16] WB (2010) argues for the utmost need for the establishment of a north–south corridor management institution; moreover, this is presented as a precondition to pursuing the policy related tasks. -

are going to be sustainable.

The exception is the project's experience with the Toolkit. TCD model was used by ADB before the project. CAREC Corridor Performance Measurement and Monitoring (CPMM), a programme of regular monitoring of performance of CAREC corridors,[17] financed by ADB and is performed with help of CAREC Federation of Carrier and Forwarder Associations (CFCFA). [18] They utilize ESCAP's TCD methodology in their documents for their measurement, and prepare quarterly and annual reports[19], although they do not mention the name of this methodology. According to ESCAP Transport Unit senior management ADB CAREC relevant units are interested to utilize in same way the CT-TPM Toolkit. A clear strategy is needed however by the UN agencies (UNCTAD and UNESCAP) to promote the replication of the use of the Toolkit.

3.3.5 Gender

The evaluation covers the following questions?

- How active was the participation of Women in the project activities.
- Were the issues related to human (in particular women) trafficking covered in the Action Plans?
- Were the issues of equal employment in cross-border and transit transport covered in the national/corridor action plans?

The review of the lists of members of the clusters reveals low level of participation of women in East Africa (3 percent, as opposed to around 30 percent in Central Asia). The plans of the project in terms of (a) coverage of the issues related to human (in particular women) trafficking during the meetings of the clusters and Action Plans and (b) coverage of the issues of equal employment in cross-border and transit transport covered in the national/corridor action plans, these plans were not followed through (based on the review of these Action Plans)

4. CONCLUSIONS

This chapter describes the conclusions of the evaluation, stemming logically from the findings described in Chapter 3.

Overall, this evaluation finds that the project's **relevance** is **medium-to-high** (*with the shortcoming in the design of the project affecting the potentially "high" rating*). The project has been implemented with **low efficiency** in delivering planned results. While there is insufficient information for a *comprehensive* assessment of changes in the capacity of policy makers, it is safe to claim that the project had a **medium level of effectiveness** (*with the non delivery of the National Action Plan in Kyrgyzstan and the 3rd cluster level meeting and the Corridor Action Plan as a separate document in East Africa affecting the potentially "high" rating*). Further, signposts point to **low-to-medium level potential for sustainability** due to not strong enough assurances that the priorities identified in the Action Plans will be implemented in some of the countries, with clusters continuing to exist and the Toolkit used (e.g. Kazakhstan, Kyrgyzstan, and Burundi).

[17] http://cfcfa.net/cpmm/information
[18] http://cfcfa.net/about-cfcfa/objectives-and-tasks
[19] http://cfcfa.net/cpmm/annual-and-quarterly-reports-cpmm

Relevance

The **project idea was and is very relevant** given the ***growing acknowledgement of the importance of removing non physical transport barriers especially for the LLDCs***, and the ***apparent need the analytical tools and platforms to identify these barriers and their causes***. According to the evidence gathered, the choice of the corridors to which to apply these tools did not take into account the *immediate* priorities of the stakeholders in one of the countries however (Kazakhstan). The relevance of the ***project design/coherencies*** suffers from the lack of clear and sufficient (a) measures towards formal adoption of the Action Plans; (b) mechanisms to ensure that the recommendations in the national polices; and (c) mechanisms for the sustainable provision of the training on the toolkit in the countries.

Efficiency

The project was executed with significant delays, especially in Africa, where the activities were somewhat rushed to fit into the last year (2014) affecting the effectiveness of some of the components (e.g. training on the toolkit, and Corridor Action Plan). The project underutilized the available budget by 15 percent mostly because of the non accomplishment of part of the activities in Kyrgyzstan and East Africa. At the same time certain activities in East Africa were not fulfilled with the rationale of the lack funds, which points to the lack of efficient communication among the implementing agencies; this is an example, how the multiparty management model of the project clearly affected its efficiency. And finally, the project did not actively seek synergies with some of the other international initiatives.

Effectiveness

Most of the planned Outputs/Expected Achievements were delivered:

a. the ***Toolkit was developed*** and was appreciated by all the interviewed stakeholders;

b. the ***training events on the toolkit were conducted*** for the stakeholders from all 6 countries, and were thought to be useful (although shorter than planned for part of the stakeholders in East Africa);

c. ***clusters*** were formed in all 6 countries (with a limited focus in Kyrgyzstan as this was only in the context of the development of the Corridor Action plan), and appreciated in all the countries for their novelty of being wider representation and thus allowing for stronger national level perspectives feeding into corridor level discussions. These clusters were however only consultative platforms and were formalized only in Tanzania as a formal Commission. The review of the lists of members of the clusters reveals low level of participation of women (3 % in Eastern Africa; 30% in Central Asia);

d. ***National Action Plans*** were developed for 5 out of the 6 countries (except Kyrgyzstan), approved by the clusters and their usefulness was considered overall high, since they were developed based on a methodology which was new and informative; in Tanzania and Burundi some of the measures were even implemented during the course of the project and the project had undoubtedly contributed to this, by committing cluster members, and created an opportunity for the national committee and cluster to prioritize and coordinate existing and planned facilitation initiatives, measures, programmes and projects. Only in Tanzania, the National Action Plans was adopted by the Government formally, however; and

e. ***Corridor Action Plans*** were developed for both regions (although in East Africa this was rather in a form of a compilation of the National Action Plans) and approved by the clusters. However, the arrangements for the implementation of the Action Plans in some of the countries (Kyrgyzstan and Kazakhstan in particular, did not go further than passing of these plans to the respective Governments)

In terms of the coverage of the ***gender issues***, the plans of the project in terms of coverage of the issues related to human (in particular women) trafficking and the issues of equal employment in cross-border and transit transport in the national/corridor action plans, were not followed through (based on the review of these Action Plans

To summarize, the capacity of the stakeholders was enhanced, but the extent of this is hard to assess comprehensively. The limited number of rankings from the structured survey put it as *medium* with a comment that more was and is needed to be done in terms of the training (East Africa), regional cluster meetings (Tajikistan, Kyrgyzstan) and follow up (most countries, less emphasized in Kazakhstan).

Midterm Outcomes, Potential for Sustainability and Replication

Sustainability of the ***use of the Toolkit*** is hampered by 4 factors: (a) shorter time for the training in East Africa; (b) the lack of local institutions that will continue the training (c) uncertainty related to the continued functioning of the clusters in most of the countries in the forms in which they were represented during the project (except for Tanzania where it was formalized) and (d) lack of funding for the future studies. On a positive note, TTFA "Central Corridor" is planning to have regional cluster workshop and form national cluster for Uganda and DRC. It is important to pursue the wider dissemination of the Toolkit among the major international players, e.g. ADB and WB: these agencies were using the TCD methodology before and so the adoption by them of the toolkit is potentially likely (there is some indication from ADB already according to ESCAP).

Sustainability of ***the cluster level meetings at the regional level*** is more in question than at the national level due to the costs involved: the interviewed stakeholders from both regions highlighted the importance for funding from external sources, e.g. ECA/TTFA in the case of Eastern Africa.

The ***level of the uptake of the recommendations from the national action plans to feed into formal government policies*** is likely to vary from very high (Tanzania), high (Tajikistan), medium (Rwanda), low (Burundi, Kazakhstan, Kyrgyzstan). Links to large scale projects (such as AFDB funding for Tanzania Central Corridor, and WB funding for the road transport improvement to improve regional connectivity in Tajikistan) were clearly push factors for higher level of uptake which illustrates the importance of fostering such links.

As for the ***reflection of the priorities identified in the Corridor level Action pans in the policies at regional level***, this is more likely in East Africa (due to the alignment with Central Corridor policies and projects) than in Central Asia where no effective linkages are yet in place with large scale initiatives like CAREC, CAR, and ECO TTFA. Also, while it is understood that the scope of this project for pilot implementation of the CTTPM Toolkit was limited to one corridor connecting three countries in Central Asia, and this was the key rationale for choosing that corridor, nonetheless this has affected the relevance and effectiveness of the project for one of the countries (Kazakhstan).

5. LESSONS LEARNT

This chapter distils the Lessons Learnt on the basis of its findings and assessments from the implementation of this project. More specifically, it (a) highlights what has been successful and can be replicated elsewhere and (b) indicates shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action.

1. The CT-TPM) Toolkit (both in the part of the TCD methodology and the clusters)

could serve as a useful tool in the identification and resolving of non-physical barriers in international transport;

2. Multimember management model for the multi country and 2-region based project has proved to be a challenge for a project with limited duration (2 years originally), and so did the lack of comprehensive needs/feasibility assessment stage to precede the start of the project;
3. To be effective and sustainable with a project tackling cross country issues with potentially differing economic interests for a not large project, it is essential to envision and pursue linkages with larger projects and initiatives;
4. It is important to assess the level of interest of the various countries before committing to the inclusion of these countries in regional initiatives (by sharing the draft proposals, soliciting comments, etc); short term priorities could vary from long term possibilities and if the realization of the objectives are expected in the short term this could be a challenge;
5. Rigid regulations, e.g. procurement rules (UN) and currency controls at country level could pose a problem at the stage of implementation and hence it is advisable to check out these issues in advance;
6. Better thought- through designs of project components are needed especially in terms of sustainability, including TOT, communication strategies, institutionalization /formalization of informal structures promoted and documents adopted by such structures. In particular, since the sustainable operation of the clusters is important for the sustainable use of the model more focus was needed in promoting some kind of formalization of such clusters. It is important to reach out to wider level of stakeholders, e.g. importers in this case, as this could have been and additional push factor for sustainability;
7. In the countries with high level of vertical centralization of decision making it is important to engage with top level officials (as cluster members in particular);
8. More focus was needed on supporting the development of mechanisms to lead to the implementation of the recommendations emerged at the level of consultative platforms;
9. For innovative concepts and methodologies it must be ensured that the provided training is comprehensive. More generally, capacity building should go beyond training and support in forming the clusters, potentially covering gap assessment and technical assistance to the stakeholders;
10. More flexibility and hands on approach in management is needed to ensure that financial resources available for the project are put to best use and in the time needed; and
11. Replicability would require clear evidence that the approaches taken have worked (in particular, the approach to Action Plans, which were developed mostly by outside experts). The same for the clusters: it remains to be seen whether the clusters are going to be sustainable. The exception is the project's experience with the Toolkit, but clear strategy is needed by UN agencies.

6. RECOMMENDATIONS

This final chapter of the evaluation report contains seven recommendations for the UN agencies involved in this project for any follow-up projects or similar project. All recommendations are directly based on the conclusions from Chapter 4 and Lessons Learnt in Chapter 5. In particular, recommendations cover other actions conducive to ensuring successful attainment of the expected accomplishments of the project.

RECOMMENDATION 1: ***ESCAP/UNCTAD/ECA should design realistic projects including the formulation of achievable outputs that match the projects scope, scale, budget and timeframe.*** Such design should acknowledge that projects normally take a few months to take off. In this case it is obvious that the initial 2 year horizon was not going to be sufficient, and the budget was too small given that the project covered 6 countries in 2 regions. One option could have been limiting the project to only 1 region, but perhaps include more countries.

RECOMMENDATION 2: ***ESCAP/UNCTAD/ECA when submitting joint proposals involving 2-3 and more agencies should opt for streamlined management arrangements avoid complicated management arrangements*****.** Especially in multi-country projects when activities need to be implemented in a harmonized manner, this could be a handicap. In a situation when there is no "*reporting*" line between the agencies, simply designating one lead agency might not be sufficient. A Working Group might need to be set up to coordinate the project implementation, to identify the emerging challenges in time and come up with solutions. One senior manager should be responsible for the delivery of project outputs.

RECOMMENDATION 3: ***ESCAP/UNCTAD/ECA when submitting proposals must ensure that (a) the results frameworks include clear and precise expected outcomes, and (b) better sustainability designs.*** The proposals should use sound and accurate indicators. As an example, referring to "*adoption of national strategies/Action Plans*" when these have only informal nature is vague. Similarly, when referring to "*the implementation of the national Strategies arranged"* it should have been made clear what is meant under that. The design of the projects should go beyond the stage of recommendations by informal platforms into actual support with implementation mechanisms, formalization/institutionalization, TOT schemes, sensitization of larger spectrum of stakeholders, and communication strategies. Most of the above are still valid for this project after its completion, provided further funding could be sourced.

RECOMMENDATION 4: ***ESCAP/UNCTAD/ECA when submitting proposals must ensure that the proposed interventions/activities and objectives are better informed by needs/risks assessments and build on - or create - strong political support to improve effectiveness.*** Resources should be allocated to the assessment of the needs, national interests and the risks as part of developing the proposals. Proactive approach is needed to creating and utilizing synergies with larger initiatives to build on - or create - strong political support to improve effectiveness. For this particular project, the latter is still a valid need to boost the potential of the sustinability of the achievements of the project provided further funding could be sourced.

RECOMMENDATION 5: ***ESCAP/UNCTAD/ECA when submitting proposals one of the key objectives of which is capacity building of national institutions should ensure that this notion is comprehensively addressed.*** A couple of days of training would hardly be sufficient for building capacity in using innovative tools, like the Toolkit developed in this case: hence the need for sustainable mechanisms to ensure continuity (e.g. TOT at the country level). Also, other interventions might be needed, e.g. on the job training, assistance with outreach strategies, etc.

RECOMMENDATION 6: ***ESCAP/UNCTAD/ECA should promote the use of the toolkit with a well designed communication strategy.*** This strategy should target international organizations and international financing institutions as well as various national institutions. Prior to that however it is recommended that a quick survey is implemented to collect feedback about the toolkit from the users to see whether there is a room for improvement. In particular there might be a need for supporting software (an idea from the Central Asian cluster meetings)***.***

RECOMMENDATION 7: ***ESCAP/UNCTAD/ECA when submitting proposals must have better mechanisms in place to mainstream gender and should include and budget for activities from a gender perspective.*** As an example, an expert could be hired as part of the project team to ensure that the gender aspects are covered.

RECOMMENDATION 8: ***If further funding is available (including from the DA) it is recommended to implement a 2nd stage/continuation of the project.*** This will cover both the promotion of the use of the toolkit (as above) and support the harmonization of the national/regional polices in line with the priorities identified in the national and corridor Action Plans taking into account the recommendations 1-7 above

ANNEXES

Annex 1: Template letter

Dear All,

Since 2013, we have been carrying out the UNESCAP/UNCTAD project "*Capacity-building for control authorities and transport operators to improve efficiency of cross-border transport in Landlocked and Transit Developing Countries*". It has now ended and our agencies have commissioned its final evaluation. This evaluation will assess, systematically and objectively, the project design, project management, and project performance, providing also constructive and forward-looking recommendations in order to strengthen the work of UNCTAD and UNESCAP in this area.

The evaluation will be done by an independent consultant, Ms. Lilit Melikyan* Ms. Melikyan has developed a questionnaire to collect the feedback from project stakeholders, and your institution/company is among them. In this framework, we would like to request your valuable feedback and inputs for the evaluation of the Project.

I would like to kindly ask you to send your answers before Tuesday, February 10, 2015. Kindly please send your answers ONLY **to Ms. Lilit Melikyan (email: Lilit.melikyan@yahoo.co.uk)) Please do not copy the answered questionnaire to any of the UNCTAD/UNESCAP staff**: this is necessary to secure the independence of the evaluation process and the confidentiality of your feedback.

Some of you will be contacted with a request to set up interviews by skype/telephone during February 9-12 or February 17- 19 (in addition to the request to answer the written questionnaire)

For your information, Mr. Daniel Chen is the UNCTAD focal point for the evaluation of this Project, while Ms. Rebecca Quereshi is the ESCAP focal point for this evaluation. They are both from the Evaluation office and will be co-managing this evaluation. **Both Mr. Chen and Ms. Quereshi are copied in this email.**

We look forward to having your full cooperation in this evaluation process.

Kind regards,

Fedor Kormilitsyn
FridaYoussef

*Note: Ms. Lilit Melikyan is an economist and has expertise in the areas of development effectiveness, institutional and socioeconomics and economic governance. She has vast experience in project evaluation and has worked with various international organizations in this area.

Annex 2: TOR

1. Introduction and Purpose

The project entitled: "Capacity-building for control authorities and transport operators to improve efficiency of cross-border transport in Landlocked and Transit Developing Countries", will conclude its activities in November 2014. In compliance with the requirements of the Development Account, which supports this project, the project will undergo an external terminal evaluation.

This evaluation should assess, systematically and objectively, the project design, project management, and project performance. The evaluation should provide information that is credible, useful, and practical. The evaluation should also provide constructive and forward-looking recommendations in order to strengthen the work of UNCTAD in this area.

The primary audiences of the evaluation report are the respective project teams at the various implementing entities (the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Economic Commission for Africa (UNECA) and the ECA Subregional Office in East Africa, the United Nations Economic Commission for Europe (UNECE) and the ESCAP/UNECE Subregional Office for North and Central Asia), the Capacity Development Office/Development Account of DESA, and project stakeholders.

2. Background

International trade is severely impeded by high transport costs and significant delays at border crossings between developing countries in Africa and Asia. With fast development of transport infrastructure, non-physical barriers to smooth movement of goods and people become critical for economic and trade performance of the countries. Common non-physical barriers along transit corridors include inconsistent and difficult border-crossing formalities and procedures, high charges, and a lack of coordination among various stakeholders. Removal of the barriers requires coordinated policy, legal and institutional changes with joint efforts of government authorities and the business sector and appropriate facilitation tools. The control authorities and transport operators in the developing landlocked and transit countries of these regions lack capacity to identify and address particular problems in their international transport corridors with application of facilitation tools.

In this context, the objective of this project is to contribute to provide landlocked and transit developing countries with innovative and sustainable capacities to plan and implement regional transport facilitation initiatives. Towards this objective, the project will identify and address barriers to smooth and efficient cross-border and transit transport operations along international transport corridors through, collaboration by stakeholders (including transport authorities, customs, immigration, quarantine, transport operators, and chambers of commerce) and application of innovative facilitation tools.

The expected accomplishments are thus as follows:

- Enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the clusters as a collaborative institutional tool and the upgraded Time/Cost-Distance Methodology to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems in participating countries.
- Enhanced knowledge of stakeholders through sharing best practices between regions to adopt innovative facilitation measures and use new technologies in transport and border crossing control.

The activities of this project include:
A1. Development of the cluster development methodology and Time/Cost-Distance methodology into CT-TPM Toolkit.
A2. Consultation on cluster members and national supporting institutions in the participating countries

along the two corridors.
A3. Organization of a 3-day national training workshop for each participating country to create awareness of the CT-TPM Toolkit, build national capacity and form clusters for the application of the toolkit.
A4. Application of the CT-TPM Toolkit and formulation of national action plans.
A5. Formulation of corridor action plans.
A6. Preparation for the implementation of the national/corridor action plans.

Through the implementation of this project, it is expected to contribute to progress against Millennium Development Goals No. 1, Eradicate extreme poverty and hunger, and No. 8, Develop a global partnership for development, and more specifically to its related Target 8C: To address the special needs of landlocked countries and small island developing states. The project will also contribute to the implementation of the recommendations of the Declaration of African Ministers responsible for Transport on the MDGs as well as the achievement of transport targets and indicators related to the MDGs adopted by the ministers in April 2005 in Addis Ababa, Ethiopia.

The project received funding in 2012 and is expected to conduct its last activity in November 2014. It has been executed by the ESCAP, and implementing partners have been UNCTAD, the ECA, the ECA Subregional Office in East Africa, the ECE and the ESCAP/UNECE Subregional Office for North and Central Asia. ESCAP, as the lead agency, has been responsible for the overall coordination of activities.

3. Scope of the Evaluation

The evaluation will consider all activities that have been implemented under this project. It should examine the performance of the project in accordance with its logical framework. More specifically, the evaluation should address the following issues:

e) Relevance

- Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the participating countries;
- Whether the planned and actual activities and outputs of the project were consistent with the intended outcomes;

f) Effectiveness

- To what extent does the project contribute to the objective of enhanced capacity of national authorities/operators and regional commissions (including their subregional offices) to use the tools and mechanisms developed under this project to identify bottlenecks in cross-border and transit transport and suggest solutions to the problems identified?
- To what extent does the project contribute to the objective of enhanced knowledge of stakeholders to adopt innovative facilitation measures and use new technologies in transport and border crossing control?
- To what extent are project stakeholders satisfied with the quality of the outputs, and are likely to, or have used the tools developed?

g) Efficiency

- Have project management and implementation modalities involving the 3 UN entities been adequate and appropriate to ensure timely completion of project activities?

h) Sustainability

- Have the project activities been designed and implemented in such a way to ensure sustainability of project outcomes?
- To what extent do the national authorities, transport operators and institutions assume ownership of the national/corridor action plans and have the capacities and willingness to continue the necessary follow-up actions?

4. Deliverables and Expected Output

The evaluation, on the basis of its findings and assessments made on the above criteria, should draw conclusions, make recommendations and identify lessons learned from the implementation of this project.

More specifically, the evaluation should:
- Highlight what has been successful and can be replicated elsewhere;
- Indicate shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action;
- Make pragmatic recommendations to suggest how work in this area and related projects can be strengthened. In particular, the evaluator should include recommendations on other actions conducive to ensuring successful attainment of the expected accomplishments of the project.

Three deliverables are expected out of this evaluation:
1) An inception report;
2) A first draft evaluation report; and
3) The final evaluation report.

The inception report should outline the evaluator's understanding of the issues under evaluation including an evaluation framework, and a detailed work plan with the timeframe for the evaluation. The evaluation framework should include a matrix relating evaluation issues and questions to evaluation criteria, indicators, sources of information and methods of data collection.

The first draft report should be presented to the Evaluation and Monitoring Unit, UNCTAD, the project team at ESCAP and UNCTAD, and any other relevant stakeholders for quality assurance and factual corrections, if any, at least 3 weeks before the final report is expected.

The final output of the evaluation is a report that must compose the following key elements:
1) Executive summary (maximum 3 pages);
2) Introduction of the evaluation background and a brief description of the project, the project activities and outputs;
3) A clear description of the methodology used;
4) Findings and assessments according to the criteria listed in Section 3 of this ToR;
5) Conclusions and recommendations drawn from the assessments.

The evaluation report should follow the structure given in Annex 1.

In the evaluation report, all the assessments made must be supported by facts and findings, direct or indirect evidence, and/or well-substantiated logic. It follows that all the recommendations made should be supported by the assessments made.

The evaluator is required to submit a separate final list of those interviewed, for the record. If necessary, the report may be accompanied by a supplement including supporting materials. If English is not the native language of the evaluator, he/ she is requested to ensure that the final report be copy edited before submission to UNCTAD.

5. Methodology

The evaluator must use a mixed-method approach to triangulate all available data sources to reach conclusions and findings. Such evaluation methodology may include but is not limited to the following:
- Desk Reviews (informal, for general background; and formal, on reports, outputs of the project, etc.);
- Interviews (in-person or via telephone/skype) with a sample of key staff who have been involved in the implementation of this project from ESCAP, UNCTAD, UNECA, UNECE and the

ESCAP/UNECE Subregional Office for North and Central Asia;
- Interviews with a sample of country counterparts and other relevant stakeholders;
- Surveys as may be required;
- Analysis of the data collected.

An evaluation mission to Bangkok (ESCAP HQ) for consultations and data collection is expected during this assignment.

All relevant materials will be provided to the evaluator including but not limited to:
Project document; mission reports; progress reports, self-assessment reports, publications, documents and/or reports produced through the project, material used for activities; resource-use information; list of country counterparts and workshop/meeting participants, implementation partners; resource persons; existing feedback (letters, surveys, etc.).

6. Description of Duties

The evaluator reports to the Chief of the Evaluation and Monitoring Unit, UNCTAD. He or she will undertake the evaluation exercise under the guidance of the Evaluation and Monitoring Unit and in coordination with the project officers at UNCTAD and ESCAP. The evaluator will be responsible for the evaluation design, data collection, assessment and reporting. The evaluator must take full responsibility for the contents of the report generated and ensure its independence and accuracy.

The evaluator should observe the United Nations Evaluation Group (UNEG) guidelines, standards[20], and norms[21] for evaluations in the UN system, as well as UNCTAD's Evaluation Policy[22], in the conduct of this assignment.

7. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place between January 2015 and March 2015.

Activity	**Days**
Desk research and study of relevant documentation	4 days
Preparation of data collection tools	2 days
Interviews with key project staff (including an evaluation mission to Bangkok, Thailand)	5 days
Interviews with project participants and other stakeholders	4 days
Data analysis and draft report write up	5 days
Final report write up	2 days

8. Monitoring and Progress Control

The evaluator must keep the Evaluation and Monitoring Unit informed of the progress made in the evaluation on a regular basis. The evaluator will present the draft report to the Evaluation and Monitoring Unit and the project manager before the final submission, giving sufficient time for the verification of factual findings as well as its compliance with the ToR (minimum of 1 week). To this end, a draft of the report must be presented by xx for verification by the Evaluation and Monitoring Unit and the project team, before submission of the final report.

The deadline for submission of the final report will be 31 March 2015.

[20] "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005);
[21] "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005);
[22] "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011.

9. Qualifications and Experience

- **Education:** Advanced university degree in economics, or related field.
- **Experience:** At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of trade-related technical assistance and capacity building. Demonstrated knowledge of transport and trade facilitation issues is required.
- **Language:** Fluency in oral and written English. Working knowledge of Russian is desirable.

10. Conditions of Service

The evaluator will serve under a consultancy contract as detailed in the applicable United Nations rules and regulations. The evaluator will not be considered as staff member or official of the United Nations, but shall abide by the relevant standards of conduct. The United Nations is entitled to all intellectual property and other proprietary rights deriving from this exercise.

11. Applying for the consultancy

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:

- Cover letter stating why you are suited for this work, your available start date and work experience, especially evaluation experience;
- Detailed CV

A sample of a recent evaluation report should be submitted.

Applications with the above details should be sent to evaluation@unctad.org

The deadline for submitting the applications is 11 December 2014.

Template of evaluation report

I. Executive summary

- Not more than three pages focusing on the evaluation approach and the key findings and recommendations

II. Introduction

- Information on the evaluation: why, when, by whom, etc.
- Description of methodology employed including information sources and availability of information
- Project summary (including project structure, objectives, counterparts, timing, cost, etc)

III. Project context and planning

- Project identification (stakeholder involvement, needs of target groups analysed, depth of analysis, etc.)
- Project formulation (stakeholder involvement, quality of project document, coherence of intervention logic, etc.)
- Description of the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes)
- Positioning of the project (other initiatives of government, other donors, private sector, etc.)

IV. Project Implementation

- Financial implementation (overview of expenditures, changes in approach reflected by budget revisions, counterpart organisation(s), project partners, etc.)
- Management (in particular monitoring, adaptation to changed circumstances, etc.)
- Outputs (inputs used and activities carried out to produce project outputs)
- Outcome, impact (what changes at the level of target groups could be observed, refer to outcome indicators in prodoc)

V. Assessment

- Relevance**;**
- Efficiency
- Effectiveness
- Sustainability

VI. Conclusions

VII. Recommendations

- Recommendations must be based on evaluation findings

VIII. Lessons learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

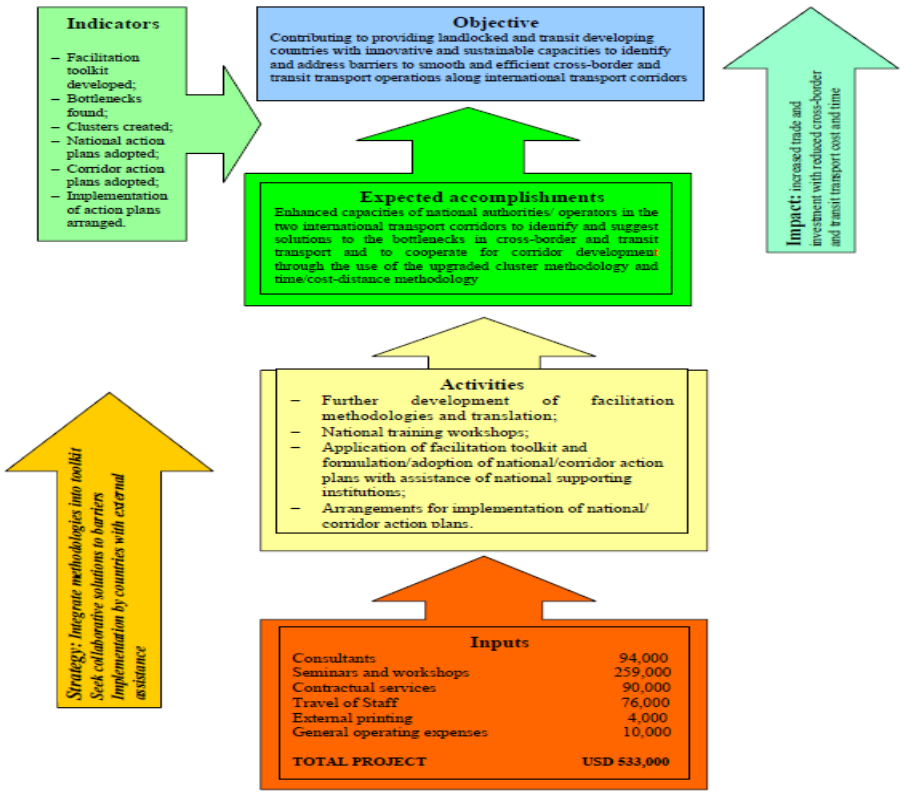
Annex 3 Extent of accomplishment of the planned Activities

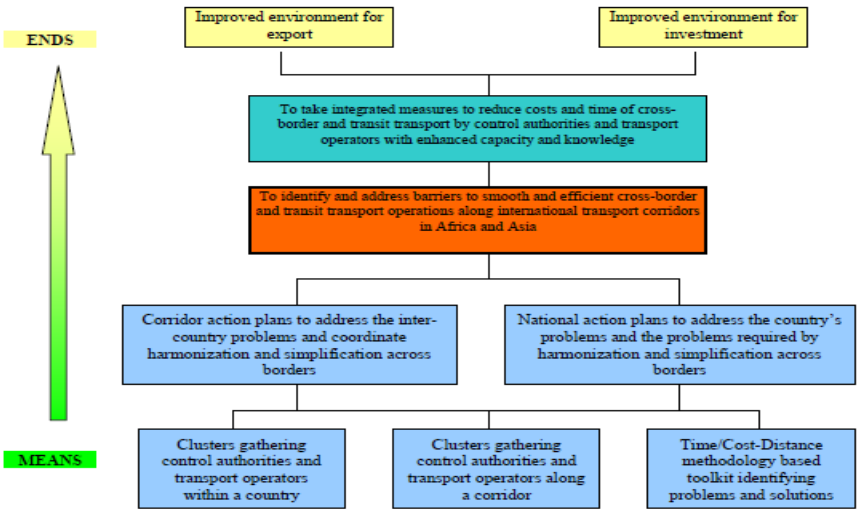
	Activities	Status as per January 2015 based on project reports		Notes
A1	Development of the cluster development methodology and Time/Cost-Distance methodology into CT-TPM Toolkit.	**Completed** . UNCTAD cluster development methodology and ESCAP Time/Cost-Distance methodology upgraded as a comprehensive facilitation toolkit. Substantive Outcome: Study reports on CT-TPM Toolkit: 1) CT-TPM Toolkit Reference Material; and 2) CT-TPM Toolkit Quick Guide. Both documents were developed in English and translated into French and Russian to facilitate practical application at the national workshops in, East Africa and Central Asia.		
A2	Consultation on cluster members and national supporting institutions in the participating countries along the two corridors	**Completed:** Consultations on cluster members in all six countries participating in the project: (Burundi, Kazakhstan, Kyrgyzstan, Rwanda, Tajikistan and Tanzania) are completed. Cluster development agents (coordinators) and local supporting institutions were identified and contracted	**CA:** • Consultations on cluster members held in all 3 countries • Letters of Agreement (LoAs) established with cluster development agents/national supporting institutions for Kazakhstan and Kyrgyzstan; • LoA with national supporting institution & individual contract with cluster development agent in Tajikistan.	. LOA was signed with the MoTC in Kyrgyzstan (CDA() but could not be implemented due to complications with contractual issues
			EA: • Consultations on cluster members held with all 3 countries • Institutional contract with cluster development agent/national supporting institution for East African corridor (covers all three involved countries of East Africa).	
A3	Organization of a 3-day national training workshop for each participating country to create awareness of the CT-TPM Toolkit, build national capacity and form clusters for the application of the toolkit.		**CA:** • National training workshops held in all 3 countries, namely: Tajikistan (11-12 December 2012), Kyrgyzstan (18-19 December 2012), Kazakhstan (27 February 2013). • Conclusions and recommendations of the workshops (3 documents)	
			EA: • Regional Workshop on the Application of the CT-TPM Toolkit in the Central Corridor in East Africa was held in Rwanda (22 – 24 January 2014). Subsequent national workshops were held as planned in: Rwanda (27-28 January 2014), Burundi (30-31 January 2014), and Tanzania (13-14 February 2014). • Reports of the workshops (1 regional and 3 national, total of 4 documents) and Training materials available.	
A4	Application of the CT-TPM Toolkit and formulation of national action plans. National supporting institutions will assist clusters in (a) applying	The CT-TPM Transport Facilitation Toolkit has been applied in Kazakhstan and Tajikistan (Central Asia) and by the Central Corridor Transit Transport Facilitation Agency (TTFA) for each of the three countries of East Africa (Burundi,	**CA:** • 4 national cluster meetings held in Tajikistan and Kazakhstan (2 per country), none in Kyrgyzstan • Research Studies available for Tajikistan and Kazakhstan • draft National Action Plans for Tajikistan and Kazakhstan (attached to the protocols of second cluster meetings in Kazakhstan and Tajikistan), none in Kyrgyzstan • National study reports on CT-TPM application in Kazakhstan and Tajikistan (2 documents);	No research study in Kyrgyzstan No National Action Plan in Kyrgyzstan

	Activities	Status as per January 2015 based on project reports		Notes
	the CT-TPM Toolkit and (b) preparing draft national action plans. At least two national cluster meetings in each participating country will be held to review findings of the toolkit application and discuss possible causes and solutions to be included in the draft national action plan (A4a), and adopt national action plan (A4b).	Rwanda and Tanzania). Study reports on the findings of the application of CT-TPM Toolkit were prepared for presentation by local supporting institutions to first cluster meetings at national level in Kazakhstan and Tajikistan (Central Asia) and the regional workshop and national workshops in East Africa. In the case of the East African countries, the reports were prepared by Cluster Development Agents. **National workshops** were delivered for all participating countries in East Africa (Burundi, Rwanda and Tanzania). Cluster action plans at national level were approved by second cluster meetings at national level in Kazakhstan and Tajikistan in 2013. **Cluster action plans** at national level for Burundi, Rwanda and Tanzania were adopted in 2014 by national cluster meetings as well as at a regional workshop involving the three countries. The regional workshop also adopted the Corridor action plan.	• Reports of first and second national cluster meetings in Kazakhstan and Tajikistan (2 reports per country, total of 4 documents); • Cluster action plans at national level for Kazakhstan and Tajikistan (2 documents). **EA:** • 1 national workshop in each of the 3 EA countries Reports on the CTPM Toolkit application in the 3 countries available. • National action plans for 3 countries available • National study reports on CT-TPM application in Burundi, Rwanda and Tanzania (3 documents) • Cluster action plans at national level for Burundi, Rwanda and Tanzania (3 documents) as well as a Corridor action plan that draws from the national action plans.	1 national workshop in each of the 3 East Africa countries **instead of 2** **No Corridor Action Plan as a separate document in East Africa**
A5	Formulation of corridor action plans. National supporting institutions will assist in preparing inputs for draft corridor action plans. Two corridor meetings		**CA:** • National inputs for cluster action plans at corridor level adopted by second cluster meetings at national level in Kazakhstan and Tajikistan (Central Asia). • National inputs for cluster action plan at corridor level were discussed at the first meeting of clusters at corridor level in Central Asia (Tajikistan, 21 February 2014). • Cluster action plan at corridor level for Central Asia was approved at the second meeting of clusters at corridor level in Central Asia (Kazakhstan, 29 May 2014). • Corridor cluster meetings in Tajikistan (February 2014) and in Kazakhstan (May	

	Activities	Status as per January 2015 based on project reports		Notes
	in each corridor will be held to review findings from CT-TPM Toolkit application in context of intercountry issues, discuss inter-country problems and possible solutions (A5a), and adopt corridor action plan (A5b).		2014) to discuss and adopt corridor action plan • Draft corridor action Plan adopted (attached to the protocol of 2nd corridor meeting (May 2014)) • Reports of first and second cluster meetings at corridor level for Central Asian corridor (2 documents); • Cluster action plan at corridor level for Central Asian corridor (1 document) East Africa:	
			EA: • 2 corridor workshops held • Kigali, Jan 2014; and Arusha Sept 2014. • draft corridor action Plan available (the final one forthcoming from ECA) • Reports of the national workshops for Burundi, Rwanda and Tanzania and for 2 regional workshops (5 documents)	
A6	Preparation for the implementation of the national/corridor action plans.	National supporting institutions will assist in preparing draft documents and promotional materials for the implementation of national/corridor action plans. **One national cluster meeting in each country will be held to discuss the implementation of the national action plan and future activities of clusters (A6a).** **One corridor meeting in each corridor will be held** to discuss the implementation of corridor action plan and discuss future corridor cooperation (A6b).	**CA:** • Third national cluster meetings held in Kazakhstan and Tajikistan to elaborate recommendations for implementation of national action plans. Recommendations attached to protocols of third cluster meetings • Corridor cluster meeting held in August 2014 to elaborate recommendations on implementation of corridor action plan. Recommendations attached to the meeting protocol. The recommendations on the application of cluster action plans at national level for Kazakhstan and Tajikistan were adopted at the third meetings of clusters at national level in Kazakhstan (27 June 2014) and in Tajikistan (26 June 2014) • The recommendations on the application of cluster action plan at corridor level were adopted at the third meeting of clusters at corridor level in Central Asia (Kyrgyzstan, 21-22August 2014). • Reports of third cluster meetings at national level l for Central Asian corridor (2 documents); • Recommendations for implementation of cluster action plans at national level for Kazakhstan and Tajikistan (2 documents); Report of third cluster meetings at corridor level for Central Asian corridor (1 documents); • Recommendations for implementation of cluster action plan at corridor level for Central Asia (1 document).	
			EA: • Cluster action plans at national level as well as the Corridor action plan were reviewed and adopted and their implementation was discussed at the Second Regional Workshop on the Application of the Cross-border and Transit Transport Process Management (CT-TPM) Toolkit in the Central Corridor (Arusha, Tanzania, 15-16 September) • Report of Second Regional Workshop on the Application of the Cross-border and • Transit Transport Process Management (CT-TPM) Toolkit in the Central Corridor	No additional national level workshops in each country as planned for A6 were formally reported. No 3rd corridor meeting as planned was conducted The meeting in Arusha, Tanzania was the 2nd one

Annex 4: Results framework as in the project





Annex 5: Questionnaire

No:	Questions	Rating: please tick (1-5: from low rating to high rating)					Do not know	Not applicable	Comments and/ or further explanation
		Please use " X " for ticking							
		1	2	3	4	5			
1. Relevance									
1.1	How relevant was the project overall to the priority needs of your country? *(1 very irrelevant; 5 very relevant)*								
1.2	Was the project relevant to the needs for your organization? *(1 very irrelevant; 5 very relevant)*								
1.3	Was the choice of activities coherent and sufficient to achieve the objectives of the project? *(1 –very insufficient and incoherent; 5- very sufficient and coherent)*								
2. Effectiveness									
2.1	How useful is the **facilitation toolkit**? Is your agency likely to, or have used it? *(1- not useful, 5 very useful)*								
2.2	Do you think the **clusters** identified in your country are effective in contributing to the achievement of project objectives of identifying bottlenecks and identifying solutions? (*1- very ineffective, 5- very effective*)								
2.3	How effective were the **National training workshops** in facilitating the use of the toolkit? (*1- very ineffective, 5- very effective*) *If there was no National Workshop in your country, please mark as "NA- Not Applicable"*								
2.4	How effective were the **National Cluster Meetings** in identifying the bottlenecks and facilitating the development and adoption of the National Action Plans? (*1- very ineffective, 5- very effective*) *If there was no National Workshop in your country, please mark as "NA- Not Applicable"*								
2.5	Do you think the **National Action Plan** in your country will achieve the goal of identifying and later reducing the barriers to trade? (*1- strongly disagree, 5- strongly agree*) *If there was no National Action Plan in your country, please mark as "NA"*								
2.5	How effective were the **Corridor cluster meetings** in identifying the bottlenecks and facilitating the use of the toolkit? (*1- very ineffective, 5- very effective*)								
2.7	Do you think the **Corridor Action Plan** in your country will achieve the goal of reducing the barriers to trade? (*1- strongly disagree, 5- strongly agree*) . *If there was no Corridor Action Plan in country, please mark as*								

	"NA"								
2.8	Does the project contribute to your knowledge and skills in using the tools and mechanisms developed to identify bottlenecks and suggest solutions in cross-border and transit transport? *(1- strongly disagree; 5 strongly agree)*								
2.9	Does the project contribute to your enhanced knowledge of innovative facilitation measures and using technologies in transport and border crossing control? *(1- strongly disagree; 5 strongly agree)*								
2.10	How likely is it that your country will **formally adopt the National Action Plan?** *(1- very unlikely ,5 - very likely)*								
2.11	How likely is it that your country will **formally adopt the Corridor Action Plan?** *(1- very unlikely,5 - very likely)*								
3. Efficiency									
3.1	How efficient was the project in achieving its tasks on time? *(1- very inefficient, 5 – very efficient)*								
4. Sustinability									
4.1	How likely is it that the project results will be sustained over time? *(1- very unlikely,5- very likely)*								
4.2	How adequate was the choice of the project components to facilitate the future sustainability? *(1- very inadequate, 5 -very adequate)*								
4.3	Were you engaged in the development of the national/corridor action plans and are trained and willing to continue the necessary follow-up actions? *(1-strongly disagree, 5- strongly agree)*								
	A. national government.								
	b. transport operators								
	c other institutions								
5. Midterm Outcome (Objective)									
5.1	How likely it is that within three years after completion of the project, policies and programmers on facilitation of cross-border and transit transport will be formulated and approved by the governments. *(1- very unlikely, 5 - very likely)*								

Annex 6: KII guide

	Questions	Beneficiaries	UN agencies
1. Relevance			
1.1	How relevant was the project overall to the priority needs of your country?	**x**	
1.2	Was the project relevant (reflective of the needs) for your organization?	**x**	
1.3	Was the choice of activities coherent and sufficient to achieve the objectives of the project? If not what do you think should have been done differently?	**x**	**x**
1.4.	Was your organization involved in the design and implementation of the project and if yes, then how? In particular: • Involved/not in the project design • Involved/not in the planning and identifying of clusters?? • Involved /not in the development of cluster development methodology and Time/cost-distance methodology • Involved/not in the formulation of national action plans	**x**	**x**
1.5	Was the project complementary of other projects that your organization/agency was/is involved in?	**x**	**x**
1.6	What is unique in this project for your organization?	**x**	
1.7	Was there evidence of the potential commitment/ of the respective government agencies to the project at the onset? If yes, what kind?	**x**	**x**
1.8	The project changed the planned sequence of activities in Easter Africa: do you think it affected the relevance of the project?	**x**	**x**
2. Effectiveness			
2.1	How useful is the facilitation toolkit developed? Is your agency likely to, or have used it? If yes then how? If not then why?	**x**	
2.2	Were clusters identified in your country? If yes, do you think they were/are effective in contributing to the use f the toolkits, identifying the bottlenecks and solutions? If not, please explain why. If yes, then how?	**x**	
2.3	Were **national workshops** held in your country? If not then why? If yes, then how effective were they in facilitating the use of the toolkit?	**x**	**x**
2.4	How effective were the **National Cluster Meetings** in identifying the bottlenecks and facilitating the development and adoption of the National Action Plans?		
2.5	Were **National Action plans** developed in your country? If not then, why? If yes, what do you think- how effective it is to contribute to identifying and later reducing the barriers to trade?	**x**	**x**
2.6	Did you participate in the **Corridor Cluster Meetings**? If yes, what do you think, how effective was this to contribute to identifying the bottlenecks and facilitating the use of the toolkit?	**x**	**x**
2.7	How effective is the **Corridor Action Plan** in your country it in achieving the goal of identifying and later reducing the barriers to trade?	**x**	**x**
2.8	To what extent does the project contribute to the **capacity of national stakeholders** (*to use the tools and mechanisms developed to identify bottlenecks and suggest solutions in cross-border and transit transport*)	**x**	**x**
2.9	To what extent does the project contribute to **enhanced knowledge of stakeholders** (*in terms of innovative facilitation measures and using technologies in transport and border crossing control)?*	**x**	**x**
2.10	How likely is that your country will **formally adopt the National Action** Plan and start implementing? If yes, what is the evidence? If not then why?	**x**	**x**
2.11	How likely is that your country will **formally adopt the Corridor Action Plan** and start implementing? If yes, what is the	**x**	**x**
2.12	What is the role of national support institutions and national clusters in promoting the formal adoption by the Governments of the (a) National Action Plans and (b) Corridor Action Plans	**x**	**x**

2.13	What was the role of the UN agencies involved in promoting the formal adoption of the (a) National Action Plans and (b) Corridor Action Plans		**x**
2.14	What were the factors that hindered the project in achieving its expected results?	**x**	**x**
2.15	What were the factors that helped the project in achieving its expected results?	**x**	**x**
3. Efficiency			
3.1	How efficient and appropriate were the project management and implementation modalities involving the 6 UN entities to ensure timely completion of project activities?		**x**
3.2	How efficient was the project in achieving its tasks on time?)	**x**	**x**
3.3	How efficient was the project in achieving its tasks on budget		**x**
3.4	How cost effective was the project?		**x**
3.5	How efficient were the mechanisms in communicating with the project management entities (nationally to national cluster development agents; and internationally- by national cluster development agents with UN agencies)?	**x**	**x**
3.6	How efficient was the project in partnership and synergy building?		**x**
3.7	What were the factors that hindered the efficiency?		**x**
3.8	What were the factors that supported efficiency?		**x**
4. Sustainability			
4.1	How likely is it that the project results will be sustained over time?	**x**	**x**
4.2	How adequate was the choice of the project components to facilitate the future sustainability?	**x**	**x**
4.3	To what extent do the national stakeholders assume **ownership** of the national/corridor action plans and are trained and willing to continue the necessary follow-up actions?		
		x	**x**
	a. national government.	**x**	**x**
	b. transport operators	**x**	**x**
	c other institutions		
4.4	To what extent do the national stakeholders have the **human resources** necessary to continue the necessary follow-up actions? *a.* national government b. transport operators c. other institutions	**x**	**x**
4.5	Do you envisage problems related to the implementation of the (a) National and (b) Corridor Action plans, in terms of financial resources?	**x**	**x**
4.6	What was the role of the UN agencies involved in promoting sustainability of the results of the Project?		**x**
4.7	What is needed to be done to boost the chances of the sustinability of the project?	**x**	**x**
5	**Midterm Outcomes (Objectives)**		
5.1	How likely it is that within three years after completion of the project, policies, programmes and/or projects on facilitation of cross-border and transit transport formulated and approved by the governments.	**x**	**x**
6	Recommendations and Lessons learnt		
6.1	What should have been dine in terms of project design and implementation differently	**x**	**x**
6.2	What would be recommendations in terms of ensuring achievement and sustaining of project objectives	**x**	**x**

Annex 7: List of Interviewees

	Name	Position/Institution	Tel	Email
ESCAP				
1	Li Yuwei	Chief Transport Facilitation and Logistics Section (TFLS)	+ 66-2- 288-137:	liy@un.org
2	Fedor Kormilitsyn	Economic Affairs Officer, Transport Facilitation and Logistics Section Transport Division, ESCAP	+66-2-288 2496	kormilitsyn@un.org
3	Bekzod Rakhmatov	Associate Economic Affairs Officer, Transport Facilitation and Logistics Section, Transport Division, ESCAP	+ 66-2- 2882237	rakhmatov@un.org
4	Nikolay Pomoshchnikov i	. Head. ESCAP Subregional Office for North and Central Asia	+7727 338 44 01	pomoshchnikov@un.org,
UNCTAD				
5	Frida Youssef	Chief, Transport Section, Trade Logistics Branch Division on Technology and Logistics UNCTAD	+41 (0)22 917 50 22	Frida.Youssef@unctad.org
6	José Maria Rubiato	former Head of the Trade Logistics Branch of UNCTAD, responsible through its Transport Section, for the UNCTAD share of the project execution	+ 41 (0) 79 784 22 10	jmrubiato@gmail.com
ECA				
7	Robert Lisinge	Economic Affairs Officer, Regional Integration and Trade Division, Economic Commission for Africa	+251 11 5 44 34 43	rlisinge@uneca.org
TTFA Central Corridor				
8	Emmanuel Rutagengwa	Transport Economist, Head of Transport Policy & Planning, Central Corridor Transit Transport Facilitation Agency (TTFA)	+255-75919-8553	emmanuelr@centralcorridor-ttfa.org/ rutagem@gmail.com
Stakeholders in East Africa				
Rwanda				
9	Safari Vincent	Ministry of Trade & Industry	+250788302313	safvin@yahoo.com
10	James Karangwa	Ministry of Infrastructure, cluster member	250 788 462 164	james.karangwa@mininfra.gov.rw
Burundi				
11	Gilbert Nizigama	OBR	+257 79313305, +257 76649336	nizorensabig@yahoo.com
12	Athanase Hashimwe	Bollore Africa Logistics, private sector	+25776710840 (M)	athanase.hashimwe@bollore.com
13	Consolate Sibomana	Ministere du Commerce et Industrie	+25777756364	consibomana@yahoo.fr
14	Consolateur Nitunga	Ministere de transports, cluster member	25779689936	nconsolateur93@yahoo.fr
Tanzania				
15	Donald Talawa	Terminal Manager, Tanzania International Container Terminal Services (TICTS)	+255-754-286866	dtalawa@ticts.com
16	Jovin Mwemezi	Consultant,/ Regional Corridors	255782606 808	mwemezijm@yahoo.com

		Advisor CDA- Tanzania National Cluster/ EAC		
17	Benjamin Mbimbi	Transport Officer, Ministry of Transport	255-712-467438	benmbimbi@gmail.com
18	Barth Rufunjo	Principal Consultant, Integrated Transport and Logistics	255-687-576054	brufunjo@gmail.com
Stakeholders in Central Asia				
Kazakhstan				
19	Dmitry Milishikhin,	«KAZLOGISTICS» Executive Director on Road Transport, KAZLOGISTICS Transport Union of Kazakhstan	+7 (717)2 600438	milishkin.d@kazlogistics.kz
20	Elena Vasilevskaya	Assistant to Director General on Project management, Kazakhstan National Freight Forwarders Association	+7(727) 272 25 63	vassilevs@bk.ru
21	Serik Bashimov	Committee on Transport Services (formerly Ministry of Transport)	+7701 516 516 4	na
22	Aleksandr Denisenko	Deputy General Secretary, Association of international road carriers of Kazakhstan (KAZATO)	7 727 292 5324	manager@kazato.kz
Kyrgyzstan				
23	Nurbek Shabdanaliev	Head, Division of Transport Control Coordination, Transport Control Department, State Agency for Road and Water Transport of Kyrgyz Republic	07 70 314079	na
24	Maksat Zhumabaev	Senior Expert, Regulations and Transport Division, State Agency for Road and Water Transport of Kyrgyz Republic	66 52 30 0770 59 02 32	zhumabaev.m@inbox.ru
25	Nurzair Kugurbaev	Senior Officer, Division of External Relations, Ministry of Transport and Communications of Kyrgyz Republic	31 40 69; 053 82 99 07	nurzair@mail.ru
26	Vladimir Nikionov	President, Association of Freight Forwarders of Kyrgyzstan	+996321-35 33 33	valmeca@valmeca.ru
Tajikistan				
27	Farida Yokubzoda	Head, Division of International Cooperation, Ministry of Transport of Tajikistan	+992 918654533	farida.y@mail.ru
28	Farukhjon Fakhrudinov	Deputy Director, Cont Transport holding Company	+992 985229393	fahridinov_11@mail.ru

Annex 8: Literature

Project Documents

UNCTAD/ESCAP/UNECA (2011): "Development Account Project, 7th Tranche- Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and Transit Developing Countries", PROJECT DOCUMENT

ANNUAL DEVELOPMENT ACCOUNT PROGRESS REPORT for the PROJECT 08/09AP "Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and transit Developing Countries" January - December 2012

ANNUAL DEVELOPMENT ACCOUNT PROGRESS REPORT for the PROJECT 08/09AP "Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and transit Developing Countries", 01/13 – 12/13

UNCTAD/ESCAP (2012): CROSS-BORDER AND TRANSIT TRANSPORT TOOLKIT: QUICK USER GUIDE

UNCTAD/ESCAP/UNECA/UNECA (2012): CROSS-BORDER AND TRANSIT TRANSPORT PROCESS MANAGEMENT "CT-TPM" TOOLKIT, REFERENCE MATERIAL

UN Development Account Project 0809AP: Capacity Building In Transport Facilitation for Land Locked And Transit Developing Countries: Outcome Document- The Second Regional Workshop on the Application of the Cross-border and Transit Transport Process Management (CT-TPM) Toolkit in the Central Corridor, *Arusha, Tanzania, 15-17 September 2014*

UN Development Account Project 0809AP: Capacity Building In Transport Facilitation for Land Locked And Transit Developing Countries: Central Corridor Level Workshop report, 22-24 January 2014

TRANSIT TRANSPORT PROCESS MANAGEMENT TOOLKIT TO IMPROVE EFFICIENCY OF CROSS-BORDER TRANSPORT: The Case Study for Burundi, Draft Report, Submitted to Executive Secretary CC-TTFA, by NIYONGABO Gilbert, Cluster Development Agent

APPLICATION OF CROSS-BORDER TRANSIT TRANSPORT PROCESS MANAGEMENT TOOLKIT FOR EFFICIENCY IMPROVEMENT OF CROSS-BORDER TRANSPORT, Rwanda National Cluster Case Study, Submitted to the Executive Secretary of the Central Corridor Transit Transport Facilitation Agency by Safari Vincent, Kigali – January 2014

CAPACITY BUILDING FOR AUTHORITIES AND TRANSPORT OPERATORS TO IMPROVE EFFICIENCY OF CROSS-BORDER TRANSPORT ALONG THE CENTRAL CORRIDOR: The Case Study of Tanzania, Final Draft Report, submitted to Executive Secretary– CC-TTFA, Dar es Salam, Tanzania, January, 2014

UN Development Account Project 0809AP: Capacity Building In Transport Facilitation for Land Locked and Transit Developing Countries: Report of Burundi National Level Workshop, 30-31 January 2014

UN Development Account Project 0809AP: Capacity Building in Transport Facilitation for Landlocked and Transit Developing Countries: Report of Rwanda National Level Workshop

UN Development Account Project 0809AP: Capacity Building in Transport Facilitation for Landlocked and Transit Developing Countries: Report of Tanzania National Level Workshop, 13-14 February 2014, Dar es Salaam

CONCLUSIONS AND RECOMMENDATIONS: National Training Workshop on the Application of the CT-TPM Toolkit, Dushanbe, Tajikistan, 11-12 December 2012

CONCLUSIONS AND RECOMMENDATIONS: National Training Workshop on the Application of the CT-TPM Toolkit, Bishkek, Kyrgyzstan, 18-19 December 2012

CONCLUSIONS AND RECOMMENDATIONS: National Training Workshop on the Application of the CT-TPM Toolkit. Astana, Kazakhstan, 27 February 2013

REPORT OF THE PROJECT IMPLEMENTATION, “CAPACITY BUILDING OF CONTROL AUTHORITIES AND TRANSPORT OPERATORS TO INCREASE THE

EFFICIENCY OF CROSS-BORDER TRANSPORT IN LANDLOCKED COUNTRIES” EXECUTED IN KAZAKHSTAN, prepared by the Association of National Freight Forwarders of the Republic Kazakhstan 2014, Almaty, Kazakhstan

Development Account Project on Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and Transit Developing Countries: NATIONAL ACTION PLAN in Tajikistan, 2013

Development Account Project on Capacity Building for Control Authorities and Transport Operators to Improve Efficiency of Cross-border Transport in Landlocked and Transit Developing Countries: NATIONAL ACTION PLAN in Kazakhstan, 2013

Report on the 1st corridor meeting in Central Asia, Dushanbe, 21 February, 2014

Report on the 2st corridor level meeting in Central Asia, Almaty, May 2014

Report on the 3rd corridor level meeting in Central Asia, Bishkek August 2014

Third party reports

ADB (2013)” CAREC transport and trade facilitation strategy" 2020. Endorsed at the 12th Ministerial Conference on Central Asia Regional Economic Cooperation 23–24 October 2013, Astana, Kazakhstan

UNCTAD (2013): “The Way to the Ocean: Technical report by the UNCTAD secretariat~, Geneva, Switzerland

WB (2010): “Central Asia: Expanding Trade by Connecting with Markets- Kazakhstan, Kyrgyz Republic, Tajikistan”, Report No. 53556-ECA, Poverty Reduction and Economic Management Unit Europe and Central Asia Region

WB (2009): “Trade and Transport Facilitation in Landlocked Developing Countries”, Washington, D