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Independent project evaluation

**Supporting Member States in developing  
and launching sustainable product  
export strategies through National  
Sustainable Product Export Reviews**

**Development Account Project 1415 L**

Evaluation and Monitoring Unit  
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This evaluation report was prepared by Raul Guerrero, hereafter the evaluator. The Evaluation and Monitoring Unit (EMU) of the United Nations Conference on Trade and Development (UNCTAD) provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the EMU web site:

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## ACRONYMS

<b>DA</b>	Development Account
<b>DESA</b>	United Nations Department of Economic and Social Affairs
<b>DITC</b>	Division of International Trade and Commodities
<b>EA</b>	Expected Accomplishment
<b>GA</b>	General Assembly
<b>NGER</b>	National Green Export Review
<b>NSPER</b>	National Sustainable Product Export Reviews
<b>RBM</b>	Results-Based Management
<b>SDG</b>	Sustainable Development Goal
<b>SMP</b>	Sustainability Monitoring Period
<b>TEDB</b>	Trade, Environment, Climate Change and Sustainable Development Branch
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development

# EXECUTIVE SUMMARY

The project ‘Supporting Member States in developing and launching sustainable product export strategies through National Sustainable Product Export Reviews’ was financed under the Development Account (DA) 9<sup>th</sup> Tranche with 590,000 USD. It was implemented under the coordination of the Division of International Trade and Commodities (DITC) / Trade, Environment, Climate Change and Sustainable Development Branch (TEDB) between January 2014 and December 2018 in Angola, Ecuador, Ethiopia, Lebanon, Madagascar, Moldova, Morocco, Oman, Senegal and Vanuatu.

The DA fund finances capacity development projects of the economic and social entities of the United Nations (UN). It is intended to be a supportive vehicle for advancing the implementation of internationally agreed development goals and the outcomes of the UN conferences and summits by building capacity at three levels: individual, organizational and (enabling) environment.

The project aimed at improving the ability of public and private stakeholders in developing countries – government officials and decision-makers from business and civil society – to build national productive and export capacity in sustainable products. This objective was to be achieved through three intermediate expected accomplishments that aimed at improving the capacity of public and private stakeholders.

The evaluation was carried out by an external evaluator during the period October 2018 - March 2019 in line with the norms, standards and ethical principles of the United Nations Evaluation Group as well as UNCTAD’s

Evaluation Policy. It was retrospective and summative in nature and the information was triangulated at different levels. Some of the main findings and conclusions were:

*Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of the target countries, taking into account UNCTAD’s mandates, and alignment with the objectives of UNDA? (EQ1)*

(a) The potential for exporting green products and services was somehow overlooked and had not been sufficiently addressed in the beneficiary countries before the project. In this sense, the project was pertinent both from a technical and political point of view. Most beneficiaries highlighted that only UNCTAD had engaged in the kind of research and analysis related to green products and services and potential trade impacts. The project’s activities and products (workshops and publications) were well suited to address the different country and regional priorities, including some important bottlenecks during implementation in several countries.

(b) The project was built upon UNCTAD’s experience and it was fully aligned with its mandate by identifying capacity-building needs and promoting sustainable production and consumption as well as climate change adaptation. The project was aligned with several UN Conferences, Summits and the achievement of the SDGs (8 and 12 in particular). It also contributed to promoting regional cooperation to some extent.

*Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes? What is UNCTAD’s comparative advantage in*

*this area and to what extent did this project maximize it? (EQ2)*

(c) The project design benefitted from a thorough analysis of both country and region specificities. It directly targeted nine countries, but all stakeholders reckoned that the design responded to a demand-driven and a research logic. The project implementation - participation in the events (i.e. direct beneficiaries) - was coherent with its design and the stakeholder analysis that complied with DESA guidelines allowed to distinguish between different levels (individual, organizational and enabling environment).

(d) The project also benefited from UNCTAD's comparative advantages in terms of: (i) long-standing expertise and knowledge in the field; (ii) established and wide network of world renown experts; (iii) access to unique and specialized data; and (iv) strong capabilities in terms of research and analytical work, consensus building, advisory services and training. UNCTAD was able to draw extensively on multidisciplinary expertise through its informal network of leading researchers and experts that added value to the project and helped ensure quality control throughout. Both project managers and beneficiaries thought that the project responded efficiently to the difficulties and changing needs.

*Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in a timely and cost-effective manner? (EQ3)*

(e) Despite some difficulties (mainly related to external factors) and the limited technical and administrative support (the maximum expenditure allowed for DA projects is 4% of the total budget), the project was completed after a (well justified) 10-month extension and within budget. Project funds were

properly allocated to their expected budget lines.

(f) The logical framework was useful at the project proposal stage but less so as an effective management tool due, among other things, to the lack of specific disaggregated indicators that comprehensively capture the project's performance. The project management responded to the external difficulties, changing needs of the beneficiaries and resources constraints. In this sense, the management structures contributed to effective implementation.

*To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs? Were the services and support provided in a timely and reliable manner according to the priorities established in the project document? (EQ4)*

(g) The project was implemented as planned (after extension) and the activities were complementary and reinforced the internal coherence of the project. The majority of beneficiaries thought that the workshops were implemented in an efficient manner and that they were satisfied or very satisfied with UNCTAD's logistical support. The level of satisfaction with the quality of the project's activities and products was very high (e.g. technical presentations, publications, etc.) The workshops were also seen as a unique opportunity towards building or strengthening networks.

*Were there any complementarities and synergies with the other work being developed? How have the different activities complemented each other in the capacity building of the project beneficiaries? (EQ5)*

(h) Although important cause-effect assumptions and potential risks were made explicit during the design, the project could have been underpinned by a more comprehensive logic

demonstrating that the results were realistic. In particular, the three dimensions of capacity development (individual, institutional, and external enabling environment) could have been addressed by a more robust theory of change. Nevertheless, the project addressed the enhancement of knowledge of individuals and to some extent the other two dimensions mainly by (i) aligning with the existing institutional frameworks in order to maximize the effects at organizational level and (ii) collaborating with regional partners that could promote the project results. The implementation strategy was well described in the Project Document.

*Have the activities achieved, or are likely to achieve, planned objectives and outcomes as enunciated in the project document? Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out and/or facilitate green product production and export has been improved? (EQ6)*

(i) The project - particularly through the workshops - contributed to enhance the capacity of beneficiaries (government officials, policy-makers, trade and environment negotiators, private sector, academia, non-governmental organizations) to effectively plan and develop measures to improve productive and export capacity in over nine countries. The project clearly contributed to increase knowledge, awareness and understanding at individual level to (i) identify and select sectors for national production and export of green/sustainable products, (ii) assess the policy, regulatory and institutional requirements for supporting the development of selected products and (iii) prepare and adopt recommendations and action plans for building productive and export capacity. Most beneficiaries highlighted that the workshops and the publications provided crucial information that could be used in their daily work.

*To what extent has the project contributed to gender equality? To what extent have the beneficiaries been sensitized on the gender dimension of green product production and export and their impact on gender equality? To what extent does the project advance UNCTAD's efforts to promote equitable trade and sustainable development? (EQ7)*

(j) The project did not incorporate a thorough gender or a human rights perspective either at design or during implementation. This is in part explained by the technical nature of the subject matter. On the other hand, an effort was done to ensure women participation during implementation and many of the participants in the workshops were women.

*How was sustainability embedded into the project logic? Have the activities and outputs been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership? (EQ8)*

(k) Due to the recent finalization of the project, it was too early to draw any conclusions about the project's sustainability, but it was confirmed that the implemented activities contributed to generate interest and increase awareness on productive and export opportunities of sustainable products. The project results were broadly perceived as important. Local ownership was promoted by involving and consulting stakeholders and the methodology would facilitate longer-term planning and investment processes. The project also facilitated the establishment and strengthening of networks (within and among countries) and catalyzed a number of initiatives to promote sustainability.

*Is there evidence that national counterparts and/or regional partners are*

*committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced? To what extent has beneficiary countries implemented measures to enhance the sustainability of the results of the project? (EQ9)*

(l) The beneficiaries thought that the activities should be replicated. Partnerships with other development institutions and programmes allowed mobilizing additional resources and extending the scope of project. At least 18 countries had already expressed interest in implementing NGERs, but extra-budgetary funding would need to be secured to respond positively to these new requests.

(m) At the time of the evaluation, there were significant differences between countries regarding the level of implementation of the action plans. Despite the recent finalization of the project, the evaluation found evidence of its contribution to long-term processes that were triggered as a consequence of the implemented activities. There is evidence that the project contributed to improve decision-making and planning in the beneficiary countries. The achievement of “concrete development impacts” is particularly interesting in the framework of a project with strong focus on research.

*Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD? To what extent has UNCTAD implemented measures to sustain the knowledge and capacity gained in the project for future similar interventions? (EQ10)*

(n) The project's findings have informed and will continue to inform UNCTAD's work and synergies were also envisaged at a broader level. Despite the project's efforts, it is necessary to give more publicity to the work done and to

disseminate more broadly the publications. At the time of the evaluation, UNCTAD was making efforts in this direction under its regular work. This should result in strengthened appropriation by beneficiaries and increased political support.

Based on these findings and conclusions, the evaluation recommends the following:

(1) To facilitate results-based management, UNCTAD should systematically develop a more comprehensive theory of change at the project design phase that better explains the causality chain to achieve the objectives and results. The theory of change should identify intermediate effects and assumptions that are not necessarily under the control of the project. A possible outcome for DESA (and UNCTAD) could be to include one expected accomplishment for each dimension of capacity-building and specific disaggregated indicators that comprehensively capture the project's performance. Different stakeholders should be involved or, where possible, their role in solving the problem should be identified during the design. *[Based on conclusions f and h]*

(2) UNCTAD and DESA should review their procedures and develop guidelines and tools to ensure gender equality and considerations of equitable trade is mainstreamed into planning, monitoring and reporting mechanisms. As appropriate, project design could include positive actions to (i) ensure equal and active participation of women in the activities; (ii) promote the added value of incorporating gender issues into the beneficiaries' work; and (iii) include gender-sensitive indicators and targets. Gender experts or representatives may be invited to the activities to ensure ongoing focus on gender issues. *[Based on conclusion j]*

(3) UNCTAD should enhance its “dissemination strategy” at project outset and/or during its implementation in order to maximize the project’s sustainability. This could also (i) include targeted activities and; (ii) identify opportunities to link the project results and methodology with UNCTAD’s regular work. It could involve continue partnering with regional and national actors (e.g. focusing on reaching policy makers at senior level and also involving civil society if possible). *[Based on conclusion n]*

(4) UNCTAD/DITC/TEDB should continue to promote the replication of the activities and promote the replication of the activities, including through submission of new project proposals to UNDA to fund meaningful projects to build further on the achieved results. In particular, UNCTAD/DITC/TEDB should continue to ensure coordination with regional and national partners that are currently seeking funds to implement actions on the basis of the project findings and methodology. This could include monitoring and implementation follow-up of the action plans as well as promoting pilot projects on the basis of the project recommendations. This should allow to demonstrate to what extent a transition to a green economy introduces or not any constraints on growth or competitive disadvantages. Finally there is an important demand with almost 20 countries having expressed their interest in conducting NGER. UNCTAD should seek to establishing co-funding schemes with other donors present in these countries to satisfy the demand. *[Based on conclusions l and m]*

(5) General recommendation: It is recommended that DESA and/or UNCTAD undertakes an evaluation at a more strategic level and with a more comprehensive methodology to thoroughly investigate the contribution and/or attribution of the DA projects, their alignment with UNCTAD’s mandate and regular work and how to maximize their

effectiveness. *[Based on the limitations faced by the evaluation to assess the impact and sustainability of the project due to for example its recent finalization, limited resources, lack of information, etc.]*

Finally, the following lessons were learned during the evaluation:

(a) UNCTAD is an excellence-driven organization with a strong record and reputation in all regions. Its involvement has the potential to bring about significant efficiency gains by catalyzing dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions into the projects (in-kind or others). In line with its mandate, UNCTAD promotes multilateral dialogue, knowledge sharing and networking at the regional level, and works together to promote intra- and inter- regional cooperation.

(b) The role of the DA as a vehicle for member countries to tap into the normative and analytical expertise of the UN Secretariat was evident throughout the project. By offering distinctive knowledge and skills that are rarely dealt with by other development partners, the DA is well placed to play a game changer role in terms of promoting exchange of knowledge and transferring skills among countries.

(c) The DA and UNCTAD have been significant gap-fillers as, without the DA support and without the work guided by UNCTAD, the particular issues addressed by the project would not have been examined in many countries and these types of discussions would not have taken place.

(d) The project clearly illustrates the benefits of the strategy of working at national and country-ownership was a key factor in for success. It achieved concrete results by allowing national stakeholders to prioritize key issues,

identify problems and craft solutions. Working closely with different partners was an effective way to promote a common vision that, in turn, strengthened

the project's results, broadened product dissemination and enhanced sustainability.

# SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings: problems and issues identified	Evidence (sources that substantiate findings)	Recommendations
<b>Key recommendations</b>		
<p>(f) The logical framework was useful at the project proposal stage but less so as an effective management tool due, among other things, to the lack of specific disaggregated indicators that comprehensively capture the project's performance. The project management responded to the external difficulties, changing needs of the beneficiaries and resources constraints. In this sense, the management structures contributed to effective implementation.</p> <p>(h) Although important cause-effect assumptions and potential risks were made explicit during the design, the project could have been underpinned by a more comprehensive logic demonstrating that the results were realistic. In particular, the three dimensions of capacity development (individual, institutional, and external enabling environment) could have been addressed by a more robust theory of change. Nevertheless, the project addressed the enhancement of knowledge of individuals and to some extent the other two dimensions mainly by (i) aligning with the existing institutional frameworks in order to maximize the effects at organizational level and (ii) collaborating with regional partners that could promote the project results. The implementation strategy was well described in the Project Document.</p>	<p>Documents, interviews and survey</p>	<p>(1) To facilitate results-based management, UNCTAD should systematically develop a more comprehensive theory of change at the project design phase that better explains the causality chain to achieve the objectives and results. The theory of change should identify intermediate effects and assumptions that are not necessarily under the control of the project. A possible outcome for DESA (and UNCTAD) could be to include one expected accomplishment for each dimension of capacity-building and specific disaggregated indicators that comprehensively capture the project's performance. Different</p>

		stakeholders should be involved or, where possible, their role in solving the problem should be identified during the design.
(j) The project did not incorporate a thorough gender or a human rights perspective either at design or during implementation. This is in part explained by the technical nature of the subject matter. On the other hand, an effort was done to ensure women participation during implementation and many of the participants in the workshops were women.	Documents, interviews and survey	(2) UNCTAD and DESA should review their procedures and develop guidelines and tools to ensure gender equality and considerations of equitable trade is mainstreamed into planning, monitoring and reporting mechanisms. As appropriate, project design could include positive actions to (i) ensure equal and active participation of women in the activities; (ii) promote the added value of incorporating gender issues into the beneficiaries' work; and (iii) include gender-sensitive indicators and targets. Gender experts or representatives may be invited to the activities to ensure ongoing focus on gender issues.
(n) The project's findings have informed and will continue to inform UNCTAD's work and synergies were also envisaged at a broader level. Despite the project's efforts, it is necessary to give more publicity to the work done and to disseminate more broadly the publications. At the time of the evaluation, UNCTAD was making efforts in this direction under its regular work. This should result in strengthened appropriation by beneficiaries and increased political support.	Documents, interviews and survey	(3) UNCTAD should enhance its "dissemination strategy" at project outset and/or during its implementation in order to maximize the project's sustainability. This could also (i) include targeted activities and;

		<p>(ii) identify opportunities to link the project results and methodology with UNCTAD's regular work. It could involve continue partnering with regional and national actors (e.g. focusing on reaching policy makers at senior level and also involving civil society if possible).</p>
<p>(l) The beneficiaries thought that the activities should be replicated. Partnerships with other development institutions and programmes allowed mobilizing additional resources and extending the scope of project. At least 18 countries had already expressed interest in implementing NGERs but extra-budgetary funding would need to be secured to respond positively to these new requests.</p> <p>(m) At the time of the evaluation, there were significant differences between countries regarding the level of implementation of the action plans. Despite the recent finalization of the project, the evaluation found evidence of its contribution to long-term processes that were triggered as a consequence of the implemented activities. There is evidence that the project contributed to improve decision-making and planning in the beneficiary countries. The achievement of "concrete development impacts" is particularly interesting in the framework of a project with strong focus on research.</p>	<p>Documents, interviews and survey</p>	<p>(4) UNCTAD/DITC/TEDB should continue to promote the replication of the activities, including through submission of new project proposals to UNDA to fund meaningful projects to build further on the achieved results. In particular, UNCTAD/DITC/TEDB should continue to ensure coordination with regional and national partners that are currently seeking funds to implement actions on the basis of the project findings and methodology. This could include monitoring and implementation follow-up of the action plans as well as promoting pilot projects on the basis of the project recommendations. This should allow to demonstrate to what extent a transition to a green</p>

		<p>economy introduces or not any constraints on growth or competitive disadvantages. Finally there is an important demand with almost 20 countries having expressed their interest in conducting NGER. UNCTAD should seek to establishing co-funding schemes with other donors present in these countries to satisfy the demand.</p>
<p><b>General recommendation</b></p>		
<p>(5) It is recommended that DESA and/or UNCTAD undertakes an evaluation at a more strategic level and with a more comprehensive methodology to thoroughly investigate the contribution and/or attribution of the DA projects, their alignment with UNCTAD's mandate and regular work and how to maximize their effectiveness. <i>[Based on the limitations faced by the evaluation to assess the impact and sustainability of the project due to for example its recent finalization, limited resources, lack of information, etc.]</i></p>		

# I. INTRODUCTION

## Background and context

This report presents the final evaluation of the Development Account (DA) financed project ‘Supporting Member States in developing and launching sustainable product export strategies through National Sustainable Product Export Reviews’ (herein referred to as the project). The evaluation was carried out by Raul Guerrero (herein referred to as the Evaluator) as commissioned by the United Nations Conference on Trade and Development (UNCTAD). See the terms of reference in Annex I.

### Development Account

The DA was established by the General Assembly (GA) in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). It is intended to be a supportive vehicle for advancing the implementation of internationally agreed development goals and the outcomes of the UN conferences and summits by **building capacity at three levels: individual, organizational and (enabling) environment**. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

DA projects are implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters. Projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and UNCTAD is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

DA projects aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offers distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level.

For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

### Project description

The project was financed under the DA's 9th Tranche (2014-2015) and implemented under the coordination of UNCTAD's Division of International Trade and Commodities (DITC) / Trade, Environment, Climate Change and Sustainable Development Branch (TEDB). It was implemented during the period January 2014 - December 2018 (after a one-year extension of the period

foreseen in the Project Document) for a total budget of USD 590,000 in Angola, Ecuador, Ethiopia, Lebanon, Madagascar, Moldova, Morocco, Oman, Senegal and Vanuatu. The project was cancelled in Pakistan and was on hold in Kazakhstan. In addition to these countries, UNCTAD received official communications of interest from Armenia, Barbados, Belarus, Burkina Faso, Dominican Republic, Egypt, Fiji and Philippines.

By conducting National Green Export Reviews (NGER)<sup>1</sup>, the project aimed at improving the ability of public and private stakeholders in developing countries – government officials and decision-makers from business and civil society – to build national productive and export capacity in sustainable products. This objective was to be achieved through three intermediate expected accomplishments (EAs):

- Improved capacity of public and private stakeholders to identify and select sectors for national production and export of green/sustainable products (EA1).
- Improved capacity of public and private stakeholders to assess the policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors (EA2).
- Improved capacity of public and private stakeholders to prepare and adopt recommendations and action plan for building productive and export capacity in selected sustainable product sectors (EA3).

The table below summarizes the intervention logic in relation to its EAs and main activities as described in the Project Document.

**Table 1 – Intervention logic**

EXPECTED ACCOMPLISHMENTS	MAIN ACTIVITIES
<p><b>EA1</b> Improved capacity of public and private stakeholders to identify and select sectors for national production and export of green/sustainable products.</p>	<p><b>A1.1</b> Prepare analytical reports reviewing sustainable product sectors and national options for their further development.  <b>A1.2</b> Convene a first round of National Stakeholder Workshops to train participants to identify promising sustainable product sectors based on country-specific results generated by UNCTAD's Product Space Methodology and presented in A1.1; uncover national and global market opportunities; identify barriers to production and export; and select sectors and products for further study.</p>
<p><b>EA2</b> Enhanced knowledge among policy makers, transport planners and transport infrastructure managers in Caribbean SIDS of climate change impacts on seaport and airport infrastructure as well as associated implications for services and operations.</p>	<p><b>A2.1</b> Prepare, including through extensive stakeholder consultations, National Team reports on the costs and benefits of varied options for policy reform and action to support selected sustainable product sectors. The national reports provide a menu of options for discussion in the second National Stakeholder Workshops.</p>

<sup>1</sup> The terms NGER (National Green Export Review) and NSPER (National Sustainable Product Export Review) are synonymous. At the time of the project conception, NGER was used. Nevertheless, after Rio+20 Conference, some countries rejected the term “green” when referring to economy and products (e.g. Bolivia and Cuba). UNCTAD, in agreement with DESA, decided to change it to NSPER that was the term used in the Project Document. Nevertheless, by 2014 when implementation began, the term “green” no longer seemed to be politically toxic and the project reverted from NSPER to NGER.

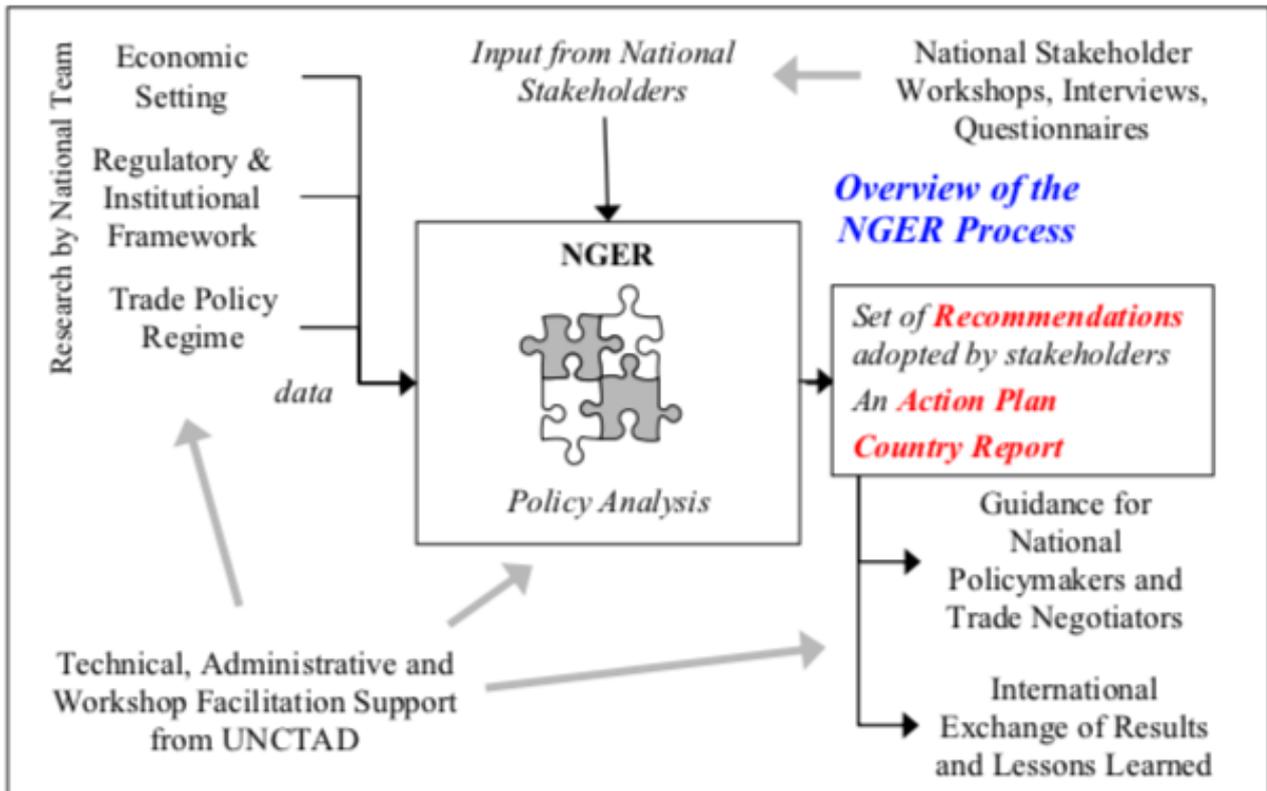
<p><b>EA3</b> Improved capacity of public and private stakeholders to prepare and adopt recommendations and action plan for building productive and export capacity in selected sustainable product sectors.</p>	<p><b>A3.1</b> Convene a second round of National Stakeholder Workshops to evaluate policy options, make recommendations and elaborate action plans for sector development.</p> <p><b>A3.2</b> Develop and publish NGER reports to promote exchange of national experiences and lessons learned.</p> <p><b>A3.3</b> Convene an intergovernmental forum to review national reports and action plan implementation progress. Prepare a toolkit with recommendations using the forum proceedings.</p>
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Source: Project Document

Implementation

The Project Document also describes the mechanisms through which the activities were delivered (theory of action). NGERs provide results-oriented capacity building activities to assist interested countries to devise national strategies and action plans to advance sustainable product export development. The implementation of NGERs was identical in all countries and, as described in table 1, it involves five main activities (A1.1, A1.2, A2.1, A3.1 and A3.2). The figure below shows the activity flow.

**Figure 1 – NGER structure and activity flow**

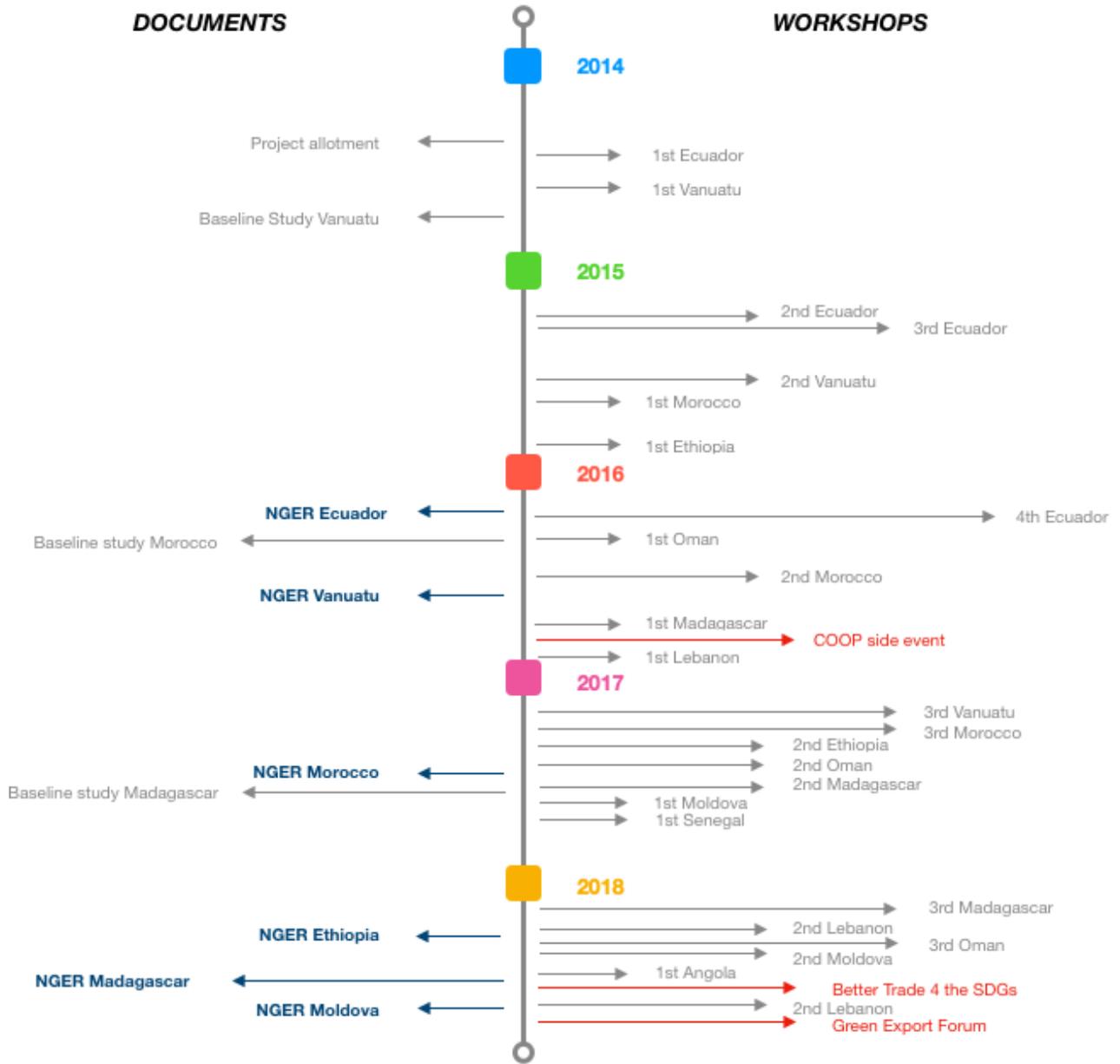


Source: Project Document

The project concluded with an international forum organized in Geneva (A3.3) that allowed for an exchange of experiences and the dissemination of results and lessons learned. Following NGER conclusion, beneficiary countries were assisted during the so-called sustainability monitoring period (SMP) to ensure implementation of the national action plans (one year).

The graphic below shows the main activities implemented.

Figure 2 – Timeline of the project



Source: Elaborated by the evaluator

### Stakeholders

The Project Document highlighted that an overriding gap affecting all stakeholders was the limited capacity of national stakeholders to identify green market opportunities and develop and implement national strategies that could provide an enabling environment for enterprises (particularly SMEs). The most relevant stakeholders to engage with were broadly identified:

- government officials, other policy makers and negotiators;
- private sector decision-makers and practitioners;
- academic and non-governmental organization experts;

- local and community representatives from civil society; and
- intergovernmental, regional and bilateral development cooperation organization planners, programme coordinators and practitioners.

For each of these groups, the Project Document identified: the nature of its involvement in the project; its capacities and related needs for supporting the project objective; the specific deliverables of a successful NGER of interest to it; and the level of influence on achieving the overall NGER objective.

The project was implemented by UNCTAD in collaboration with other UN agencies that were invited to the workshops as participants and presenters, i.e. UNEP, UNDP, ITC and the regional commissions. In addition, the United Nations Development Assistance Framework (UNDAF) Resident Coordinator (RC) and United Nations Country Team (UNCT) were notified in order to coordinate NGER activity with other in-country UN activities.

The main (direct) beneficiaries were the participants in the 28 events organized by the project, including NGER workshops organized in 10 countries, Green Export Forum organized in Geneva and two side events (see figure 3). Unfortunately, the lists of participants were not available for all the events. The evaluator had access to the lists of participants (approximately 350) in 17 workshops organized in eight countries. Although a thorough analysis of the participants was not possible (e.g. the information in some of the lists were limited to the email addresses), the project aimed at selecting them for their competencies, technical skills, and decision-making role from ministries, private sector, academia, nongovernmental organizations, local and community representatives and intergovernmental organizations. In this line, the Project Document analyzed the roles of the different stakeholders, including:

- nature of involvement in the project;
- capacities and related needs for supporting the project objective; and
- desired future outcomes as well as the level of influence on the successful achievement of the overall objective of the project.

## **Evaluation Purpose and Scope**

This final evaluation was carried out during the period October 2018 - February 2019 in accordance with the GA resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).<sup>2</sup>

The evaluation was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)<sup>3</sup> as well as UNCTAD's Evaluation Policy. The information was triangulated at different levels (including sources and methods). To the extent possible, the evaluator ensured a cross-checking of all findings through each line of inquiry with one another (e.g. desk research, interviews, survey, beneficiaries, project managers, etc.) in order to credibly and comprehensively answer the evaluation questions.

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<sup>2</sup> All programmes are to be evaluated on a regular, periodic basis, covering all areas of work under their purview.

<sup>3</sup> Standards for Evaluation, UNEG, April 2005: <http://www.unevaluation.org/document/detail/22>

Norms for Evaluation, UNEG, April 2005: <http://www.uneval.org/document/detail/21>

Ethical Guidelines for Evaluation, UNEG, March 2008: <http://www.unevaluation.org/document/detail/102>

In addition, an effort was dedicated to assess the extent to which UNCTAD’s activities and products incorporated gender concerns and human rights considerations. The evaluation process itself (including its design, data collection and dissemination of results) was carried out in alignment with these principles. In particular, the evaluator ensured the right conditions for the participation of all beneficiaries without distinction of their sex or ethnic group.

## Evaluation Methodology

The evaluation (retrospective and summative in nature) was structured around four UNEG standard evaluation criteria (relevance, efficiency, effectiveness and sustainability, the impact of the project was addressed as a proxy for sustainability) and two additional UNCTAD criteria (gender and human rights and partnerships). The analysis of each criteria was guided by a set of evaluation questions to explain “the extent to which”, “why”, and “how” specific outcomes were attained; both anticipated and unanticipated results were considered.

**Figure 3 – Evaluation criteria**



Source: Elaborated by the evaluator

The evaluation was organized in three phases:

### Inception

This phase started with the Document Review. The purpose during this phase was to get familiar with the project, context, main stakeholders (partners, beneficiaries, etc.) and results (intended and achieved). This entailed: (i) reviewing relevant documentation (see the full list in Annex III); (ii) identifying key stakeholders; and (iii) attending the international forum organized by the project in Geneva (see A3.3 in table 1) and presenting the evaluation (including its main objectives and methodology) to UNCTAD staff and project beneficiaries.

This phase concluded with the elaboration of the Inception Report that described the overall evaluation approach, including an evaluation matrix. The evaluation matrix served as an overarching tool to guide the preparation of the data collection tools and efforts to implement them. It also presented how the evaluation criteria and key questions had been organized (e.g. in order to avoid repetition and lengthiness by using encapsulating questions).

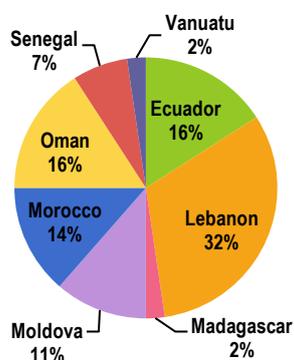
### Data collection

To the extent possible, data was collected and analysed through a mixed method approach. On the basis of the evaluation matrix, several tools were developed to gather primary data, including specific interview protocol and a survey questionnaire.

In order to probe different hypothesis, a survey was conducted among a sample of the (main) project beneficiaries, i.e. approx. 350 participants in some of the events organized by the project in eight countries: Ecuador (145), Oman (53), Lebanon (73), Vanuatu (11), Morocco (19), Moldova (57), Madagascar (12) and Senegal (22). The survey was administered online (using SurveyGyzmo) and it was designed to be completed in 20-30 minutes. The survey questionnaire is included in Annex II.

The survey yielded 56 replies (24 complete and 32 partial) that approximately represent 16% of the total sample. 31 of the respondents were men (71%) and 13 women (29%) from eight countries including a balanced representation from ministries and other government institutions (27%), private sector (27%), non-governmental organizations (25%) as well as academia (16%), intergovernmental, regional and bilateral development organizations (2%) and independent consultants (2%).

**Figure 4 – Survey question 3: In which country do you work?**



Approximately 36% of them were trade, environment and/or development experts, 30% planners and programme coordinators at different ministries (13), 25% decision-makers and/or practitioners at the private sector, 18% policy-makers at different ministries, 11% negotiators for multilateral trade and environment agreements and 7% local or community representatives from civil society.

The respondents participated in 22 of the 28 workshops organized by the project (see table below). Therefore, the evaluation covers 22 of the events with the sample.

**Table 2 – Survey question 5: In what workshop(s) did you participate?**

	Percentage	Number
08 Oct 2018 “Green Export Forum: Promoting sustainable production and export in developing countries and economies in transition”, Geneva, Switzerland	15.6%	5
13 Sep 2018 “National Action Plan Implementation Workshop on Ecotourism in Lebanon”, Beirut, Lebanon	21.9%	7
12 Sep 2018 “National Stakeholder Workshop on Natural Soaps in Lebanon”, Beirut, Lebanon	3.1%	1
17 Apr 2018 “Second National Stakeholder Workshop, Moldova National Green Export Review”, Chisinau, Republic of Moldova	9.4%	3
19-21 Mar 2018 “UNCTAD-SQU Workshop for Date Palm Farmers, Processors and Exporters”, Muscat, Oman	15.6%	5
06-07 Mar 2018 “National Stakeholder Workshop on Ecotourism in Lebanon”, Beirut, Lebanon	28.1%	9
22-23 Feb 2018 « Les acteurs des filières niébé (lojy), haricot blanc et café dressent la feuille de route pour la mise en œuvre de ses conclusions de l’ENEV de Madagascar », Antananarivo, Madagascar	3.1%	1
24-25 Oct 2017 « Examen national de l'export vert (ENEV) du Sénégal: Atelier de lancement », Dakar, Senegal	9.4%	3
07 Sep 2017 “First National Stakeholder Workshop. Republic of Moldova – National Green Export Review”, Chisinau, Republic of Moldova	3.1%	1
17-20 Jul 2017 « Second Atelier National: Examen National de l'Export Vert de Madagascar », Antsirabe et Antananarivo, Madagascar	3.1%	1
07-08 Mar 2017 « Atelier d'appui à la mise en œuvre des recommandations de l'Examen National de l'Export Vert (ENEV) du Maroc », Rabat, Morocco	6.3%	2
06-07 Dec 2016 “First National Stakeholder Workshop: National Green Export Review for Lebanon”, Beirut, Lebanon	3.1%	1
14 Nov 2016 “COP 22 Side Event on National Green Economy Reviews, in cooperation with Islamic Development Bank”, Marrakesh, Morocco	3.1%	1
03-04 Nov 2016 « Premier Atelier de l'Examen national de l'export vert de Madagascar », Antananarivo, Madagascar	3.1%	1
02-05 May 2016 « Second Atelier National de l'Examen de l'Export Vert du Maroc », Fès et Rabat, Morocco	3.1%	1
23-24 Feb 2016 “First National Stakeholder Workshop. Oman National Green Export Review”, Muscat, Oman	3.1%	1
05 Feb 2016 “Políticas Industriales Sostenibles: Espacios de Políticas bajo Acuerdos Multilaterales de Comercio”, Quito, Ecuador	6.3%	2
04 Feb 2016 “Revisión de la Política de Exportación y Plan de Acción de Productos Verdes del Ecuador: Status de la implementación”, Quito, Ecuador	6.3%	2
20-21 Oct 2015 « Premier Atelier national de l'Examen national de l'export vert du Royaume du Maroc », Rabat, Morocco	6.3%	2
25 Feb 2015 “Third National Workshop on Ecuador's Green Export Review: The Case of Cocoa and Chocolate”, Quito, Ecuador	12.5%	4
23 Feb 2015 “Second National Workshop on Ecuador's Green Export Review: The Case of Sustainable Fisheries”, Manta, Ecuador	12.5%	4
10-11 Jun 2014 “First National Workshop on Ecuador's National Green Export Policy Review”, Quito, Ecuador	12.5%	4

In addition, the evaluator carried out in-person semi-structured interviews during a mission to Geneva and remote (video-conference) with two UNCTAD staff and a sample of seven beneficiaries (two women) from Ethiopia, Lebanon, Madagascar, Moldova, Morocco, Oman and Senegal. See the full list of interviewees in Annex IV.

**Table 3 – Interviews with the beneficiaries of the project**

Country	Government	Private sector	Academia	TOTAL
Ethiopia	1	-	-	1
Lebanon	-	1	-	1
Madagascar	1	-	-	1
Moldova	-	1	-	1
Morocco	1	-	-	1
Oman	-	-	1	1
Senegal	1	-	-	1
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>7</b>

Source: Elaborated by the evaluator

### Analysis and reporting

The evaluator utilized the data collected to (i) make judgments on whether meanings and assertions from the different data sources were trustworthy and (ii) identify patterns in the data, be it consistencies or co-variations<sup>4</sup>. The evaluation included a content analysis of findings from the document review to the furthest extent that they provided answers to the evaluation questions.

In addition, the interview responses were analyzed to tease out any details, gaps and uncertainties to questions that were not clarified by the documentary evidence. For those questions that were answered through the documents, these responses were cross-checked with the responses from interviewees for convergence. Finally, the evaluator reviewed the results of the survey to check (i) internal consistency between the different respondents and (ii) external consistency among the survey results and the findings from the other sources.

### Limitations

Complex systems present a serious challenge for attribution and this end-of-project evaluation should be seen as a quick review through an expedited process. To great extent, the evaluation relied on the memories of project participants and, despite the triangulation foreseen by the methodology, the evaluation might contain biases of various kinds. In this regard, it should be noted that (i) the reformulation of hypotheses has been very limited; (ii) the limited number of actors consulted poses a risk of inconclusive findings and; (iii) the methodology did not aim (intentionally) to investigate power relationships, possible conflicts and the boundaries of the system<sup>5</sup> (this means that the evaluation did not seek to answer why some aspects were prioritized over others).

It was not possible to retrieve the complete lists of participants in all the events. Although it was a challenge for the evaluation, the methodology is robust. It should be noted that, despite some

<sup>4</sup> An effect is attributed to the one of its possible causes with which, over time, it co-varies (Kelley, 1973).

<sup>5</sup> The boundaries of the system define what is inside and what is outside.

stakeholders only participated in an specific event, most of them were able to identify the project as a whole. The evaluator built the universe with the useful email addresses in the available lists. In term of statistical value, this universe appears to be comfortably large to well represent the beneficiaries.

Another related consequence was probably the low response rate to both the survey and the interviews. These response rates are nevertheless in line with similar evaluations and triangulation was sufficiently ensured along the process and throughout the evaluation questions. Despite having requested over 20 interviews and great efforts to schedule as many as possible, only 7 were successfully implemented. The survey has also yielded a low rate of response and a significant number of beneficiaries did not answer all the questions. This reduces the comparability of surveys to some extent and a more careful interpretation of the survey results was needed. The survey was administered in English and, since many participants did not speak English, this was probably a limitation.<sup>6</sup> On the other hand, the interviews were offered in several languages (including English, French and Spanish). As mentioned, the response rate was similar to other evaluations of DA projects conducted for both UNCTAD and Economic Commissions.

The evaluability<sup>7</sup> of the project was also limited due to the absence of baseline and monitoring data. Therefore, the findings should be taken with caution, in particular those related to the project's effects at policy level. As discussed earlier, the impact of the project has only been slightly tackled by this evaluation. In this sense, the documentary information available for the project was often descriptive rather than analytical. In addition, the fact that the project documents do not thoroughly address human rights or gender equality (neither during design nor implementation) poses an important challenge to credibly assess to what extent these issues were reasonably mainstreamed.

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<sup>6</sup> The evaluator considered that administering the survey in English and French would bring a bias into the evaluation. Based on the available email addresses, it was considered that: 37% of the participants were from Spanish speaking countries (Ecuador); 37% from Arabic speaking countries (Oman, Lebanon, Morocco); 14% from Romanian speaking countries (Moldova) and; less than 9% from French speaking countries (Madagascar, Senegal). Even if the French survey was used for Lebanon and Morocco this would have represented 32% of the participants (Madagascar, Senegal, Lebanon, Morocco). Translating the survey in other languages (Spanish or even Arabic) did not make sense due the limited available lists of participants (with valid emails). Did they reflect the real proportion? E.g. was it true that 37% of all participants were from the events in Ecuador? If not, would it be logical to implement positive actions to get more answers from underrepresented countries (e.g. translate the survey)?

<sup>7</sup> The extent to which an activity or project can be evaluated in a reliable and credible fashion (OECD-DAC, 2010).

## II. EVALUATION FINDINGS

### Relevance

#### Relevance to the national and regional needs

All stakeholders and sources of information (documents, survey and interviews) confirmed that the project was pertinent both from a technical and political point of view. Most beneficiaries highlighted that only UNCTAD had engaged in the kind of research and analysis related to green products and services and potential trade impacts. The project's activities and products (workshops and publications) were well suited to address the different country and regional priorities, including some important bottlenecks during implementation in several countries.

The Rio+20 Conference on Sustainable Development pointed out that countries' transition to a green economy could make increasing contributions to sustainable development and poverty eradication through economic diversification, employment creation, export earnings, environmental protection and social equity. In 2011, UNCTAD recognized the importance of promoting green economy strategies to open more stable and sustainable development pathways in the wake of the food, energy and financial crises (Policy Brief 23 "Building a development-led green economy").<sup>8</sup>

The green economy emphasizes production and consumption modes that are environmentally and socially sustainable. It is broadly accepted that a transition to a green economy involves implementing a number of strategies such as expanding green production and markets, reducing depletion of natural resources and degradation of ecosystems caused by economic activity or increasing reliance on low-carbon energy supply to mitigate climate change. In this sense, development-led policies and concerted actions are necessary to ensure that outcomes are inclusive and international cooperation (providing capacity building, technology transfer and financial assistance) should play a crucial role to fill specific gaps in developing countries.

In response to Rio+20's and Doha's 2012 mandates to provide capacity building to promote sustainable consumption and production patterns, UNCTAD envisaged the NGER aiming to fill these gaps by providing results-oriented capacity building activities to assist interested developing countries to devise national strategies and action plans to advance sustainable product export development.

The project was designed to implement NGERs in selected countries and sustainable or green products were defined as internationally traded goods and services that are sustainably produced and promote sustainable consumption, including biotrade, biofuels, ecotourism, recycled, renewable energy, resource-efficient, organic agriculture and sustainably harvested timber and fisheries products, etc. The Project Document (2013) highlighted that sustainable products offer considerable export opportunities for developing countries. At the same time, it was noted that developing countries needed to strengthen their capacity to identify production and export strengths for sustainable products and put into place national policies, regulations and institutions. There were significant gaps in awareness of, and cooperation on, national production and export opportunities in most developing countries, particularly least developed countries.

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<sup>8</sup> [https://unctad.org/en/Docs/presspb201111\\_en.pdf](https://unctad.org/en/Docs/presspb201111_en.pdf)

The design hypothesis was supported by relevant references that demonstrated their credibility and all the assumed causal relationships seemed plausible. In this sense, all beneficiaries confirmed during the interviews and survey that the project was pertinent from both a technical and a political point of view. Some of their statements to the evaluation confirmed the existence of the demand that had been identified by UNCTAD:

- *The project promoted green trade as a way to build a successful economy which is essential in the current economic and climate context.*
- *Green economy was unknown, and the project put it on the table.*
- *Ecotourism constitutes a high green export potential and a driving force enhancing environmental conservation and sustainable development in Lebanon.*
- *Oman is in the process of divesting from dependence on oil. The project looked at other alternatives.*
- *National workshops are driven by the discussions and conclusions derived by local stakeholders and not imposed by UNCTAD.*

The project was implemented in countries that had expressed interest and in consultation with numerous stakeholders.<sup>9</sup> It was therefore aligned with national priorities and important bottlenecks were identified at its design. This was confirmed by all stakeholders during both the interviews and the survey. For example, one beneficiary mentioned that “the study was fully in line with Morocco’s Green plan and took into account sectors with high organic potential and high added value”. All interviewees considered that it was crucial to enhance the capacities of both public and private sector to produce and export green or sustainable products. In this sense, it was highlighted that only UNCTAD had engaged in this kind of research and analysis in the selected (and other) countries. The NGER process and the specific activities and products were highly valued by the beneficiaries.

In particular, over 90% of the respondents to the survey (29 respondents) considered that the workshops were very relevant (18) or relevant (11) to their country context. None thought that they were not relevant and only three respondents thought that they were slightly relevant. In this line, the beneficiaries considered that the workshops allowed to “discuss the main problems of the sectors and alternatives with the criteria of public and private sectors”, “the workshop tackled strategic issues in the country”, etc.

In most countries, beneficiaries agreed that the workshops included the most relevant actors in the different sectors. As a consequence, inter and intra-sectoral communication was improved through “a yearly get-together platform of discussion and sharing”. The identified shortcomings were mostly related to the size and scope of the project. For example, some beneficiaries mentioned that “we need a lot more to get some results”, “not all issues were discussed”, “the chosen sectors were promising but there were no policies nor strategy to sustain or to develop them”.

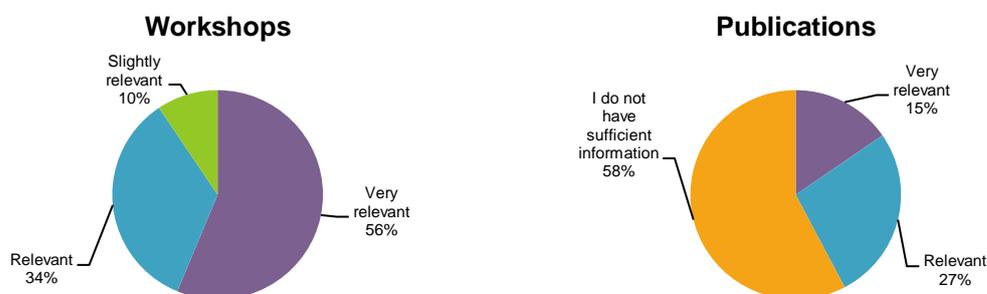
On the other hand, only 11 out of 26 respondents (42%) thought that the project’s publications were relevant (7) or very relevant (4) to the context within their country or institution. 15 did not have sufficient information about the publications (58%). These figures demonstrate the limited familiarity of participants with the publications (see also figure 14). At the time of the evaluation,

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<sup>9</sup> In September 2012, UNCTAD informed all of its member states of its plans to support NGERs in developing countries based on demonstrated interest and needs, and subject to the availability of funding. After a final call for expressions of interest launched in September 2013, 20 countries expressed interest (Angola, Belarus, Burkina Faso, Cameroun, Dominican Republic, Ecuador, Egypt, Ethiopia, Kyrgyzstan, Lebanon, Mexico, Morocco, Myanmar, Nepal, Oman, South Africa, Tunisia, Turkmenistan, Uzbekistan and Vanuatu). In addition, two organizations expressed interest on behalf of their member countries (Mediterranean Action Plan of Barcelona Convention and Organization of the Black Sea Economic Cooperation).

the publications were available in UNCTAD's web-site and hard copies had been distributed in several countries and the final event organized in Geneva. The publications were for example seen as a "guide for public and private stakeholders to take decisions", "public reference for academia and press", "good guide to promote green exports", etc. It was also mentioned that they provided "sound data"

**Figure 5 – Survey questions and 22: To what extent do you consider that the project outputs are relevant to the context within your country or institution?**



#### Relevance to UNCTAD's mandate

The project fully aligned with UNCTAD's mandate by identifying capacity-building needs and promoting sustainable production and consumption as well as climate change adaptation. The project contributed to promoting regional cooperation to some extent. All sources of information indicated that the project contributed to several UN Conferences and Summits and to the achievement of the SDGs (8 and 12 in particular).

The project was fully aligned with the scope of UNCTAD's biennial programme plan and priorities for the period 2014-2015, in particular with sub-programme 3 component 1 that aims at promoting the participation of all countries in international trade in order to build more inclusive and sustainable development outcomes.

Capacity is a critical aspect of development, which was reflected throughout the Paris Declaration (2005) and Accra Agenda for Action (2008)<sup>10</sup>. In particular, the latter mandated UNCTAD to promote strategies to facilitate trade in products and services related to biodiversity. It was recognized that the conservation and sustainable use of biodiversity provide opportunities in trade, investment and development for developing countries. Furthermore, UNCTAD's thirteenth session (The Doha Mandate, 2012)<sup>11</sup> tasked the organization with promoting sustainable growth and development calls for environmentally compatible patterns of production and consumption that safeguard the biosphere and the capability of its ecosystems to support human activity.

Since 2015, the 2030 Agenda, accepted by all countries and applicable to all, has become a broad and universal policy agenda of unprecedented scope and significance. Its 17 Sustainable Development Goals (SDGs) and 169 targets involve the entire world, developed and developing countries alike. They are integrated and indivisible and balance the three dimensions of sustainable development: economic growth, social inclusion, and environmental protection.<sup>12</sup>

<sup>10</sup> [http://unctad.org/en/Docs/iaos20082\\_en.pdf](http://unctad.org/en/Docs/iaos20082_en.pdf)

<sup>11</sup> [http://unctad.org/meetings/en/SessionalDocuments/td500\\_Add\\_1en.pdf](http://unctad.org/meetings/en/SessionalDocuments/td500_Add_1en.pdf)

<sup>12</sup> [http://www.un.org/ga/search/view\\_doc.asp?Lang=E&symbol=A%2FRES%2F70%2F1](http://www.un.org/ga/search/view_doc.asp?Lang=E&symbol=A%2FRES%2F70%2F1)

The project was directly linked with SDG 8 “Promote inclusive and sustainable economic growth, employment and decent work for all” and particularly with target 8.4 “improve global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation”. It was also aligned with SDG 12 “Ensure sustainable consumption and production patterns” and particularly with target 12.2 “achieve the sustainable management and efficient use of natural resources”.

## Effectiveness

### Target groups

The project design benefitted from a thorough analysis of both country and region specificities. It directly targeted nine countries, but all stakeholders reckoned that the design responded to a demand-driven and a research logic. The project implementation - participation in the events (i.e. direct beneficiaries) - was coherent with its design and the stakeholder analysis that complied with DESA guidelines allowed to distinguish between different levels (individual, organizational and enabling environment).

The Project Document analyzed the main constraints and opportunities in developing countries highlighting the pressing need to enhance national capacities involving different stakeholders such as government officials, policy-makers, trade and environment negotiators, private sector, academia, non-governmental organizations and international organizations. The project implementation responded to both a research logic led by UNCTAD and a demand-driven logic led by the beneficiary countries.

Although a thorough analysis was not possible, the main beneficiaries of the project are in line with the design of the project and its targets. These groups were selected in order to maximize the impact of the activities and the Project Document included a thorough analysis of their expected role in the project; capacities and needs; desired outcomes and; level of influence. This analysis complied with DESA’s guidelines for the preparation of project documents<sup>13</sup> and allowed to distinguish between different levels such as individual, organizational and enabling environment, and, to some extent, address the hierarchy of these levels and their causal relationships.

### Project strategy

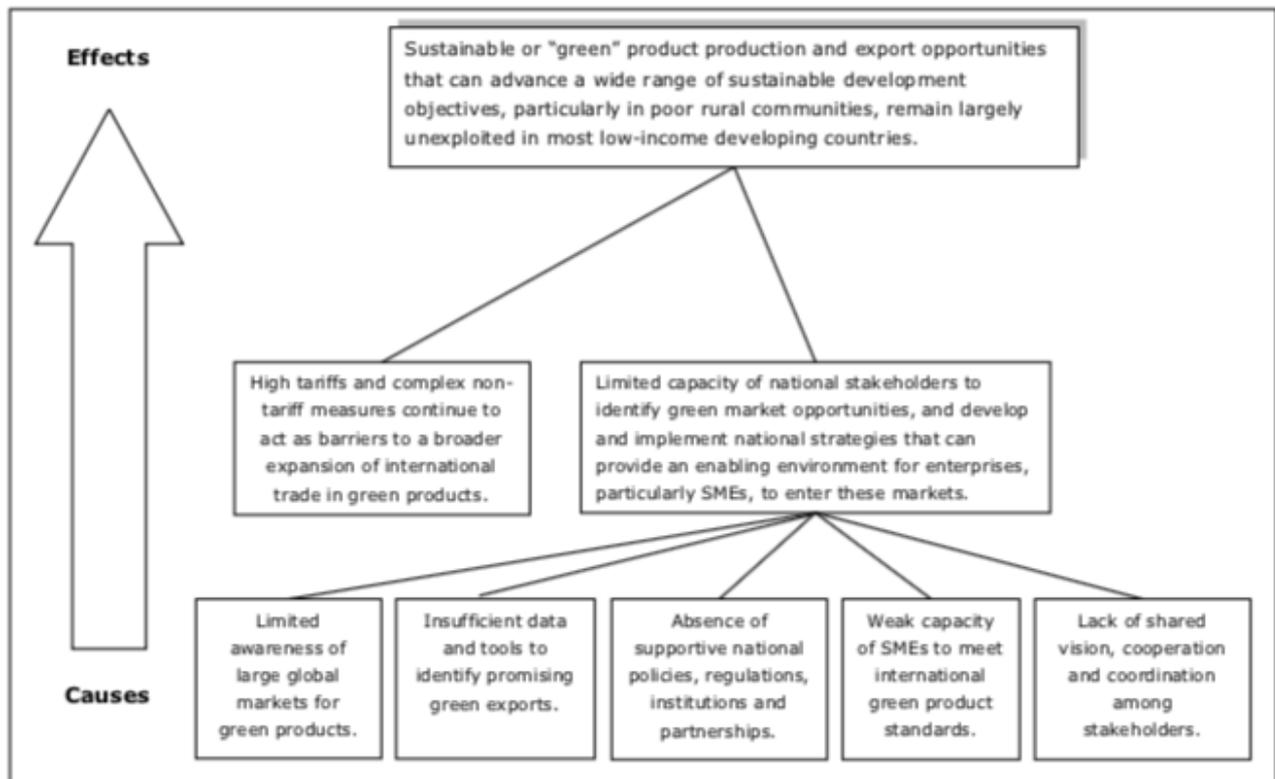
Although important cause-effect assumptions and potential risks were made explicit during the design, the project could have been underpinned by a more comprehensive logic demonstrating that the results were realistic. In particular, the three dimensions of capacity development (individual, institutional, and external enabling environment) could have been addressed by a more robust theory of change. Nevertheless, the project addressed the enhancement of knowledge of individuals and to some extent the other two dimensions mainly by (i) aligning with the existing institutional frameworks in order to maximize the effects at organizational level and (ii) collaborating with regional partners that could promote the project results. The implementation strategy was well described in the Project Document.

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<sup>13</sup> <http://www.un.org/esa/devaccount/projects/guidelines.html>

In addition to the already mentioned stakeholder and problem analysis, the Project Document also contained an objective analysis. The objective tree attempted to determine and clarify the (short-, medium- and long-term) goals to be achieved for a sustainable solution and it made explicit important assumptions and potential risks. Nevertheless, it was descriptive and rather succinct with no explicit verification of the hierarchy and causality of the objectives. For example, it includes four specific objectives at the same level but their causal-linkages are not sufficiently analyzed. It seems for example important to better analyze how to achieve a “broad awareness of global market opportunities for green products” or a “shared vision, cooperation and coordination” (see figure below).

**Figure 6 – Objective tree**



Source: Project Document

As a result, the project logic as captured in the Project Document (depicted by a simplified logical framework) is not entirely clear. The project’s EAs focus on the individual level while the project’s objective is aimed at the enabling environment. The three EAs are too similar and the causality between them was not addressed in the design. This is in part due to the fact that the institutional level is not clearly addressed.

On the other hand, the implementation strategy was well described in the Project Document. As usual in this type of DA projects, it included the list of objectives, EAs and indicators of achievement. But it also presented in detail the main activities demonstrating their inter-linkages and complementarity, including ancillary activities to ensure the implementation of the national action plans through a one-year post-NGER Sustainability Monitoring Period (SMP). Furthermore, risks and assumptions were made explicit and mitigations measures proposed. Some of them were implemented during implementation.

Although important cause-effect assumptions and potential risks were made explicit, and the timely implementation of the project within budget was not affected, the project design would have benefited from a more thorough description of its logic, e.g. explicit theory of change. The project

could be considered small in scope and budget but the importance of a robust theory of change should not be understated. Although a single project cannot address all possible problems, a systemic approach to the problems is essential to ensure that the results are realistic, transparent and accountable for. A theory of change approach would have allowed to (i) investigate possible unintended effects (either positive or negative) as well as (ii) establish the boundaries of the system, identifying the prioritized aspect and possible conflicts. This could, in turn, have enhanced even further the collaboration with other stakeholders to address for example the non-prioritized aspects of the theory of change.

Capacity development should be based on a system approach that takes into account three major levels (individual, institutional, and external enabling environment); and two components (demand and supply) - both should be tailored to the specific context of each country. The design sufficiently addressed the demand and supply components as well as the country contexts. On the other hand, the three dimensions of capacity development should have been addressed by a more robust theory of change. These three dimensions are interlinked and are parts of a broader whole. Nevertheless, it should be noted that, although the logic was not quite explicit, the project addressed the enhancement of knowledge of individuals and to some extent the other two dimensions; mainly by (i) aligning with the existing institutional frameworks in order to maximize the effects at organizational level and (ii) collaborating with regional partners that could promote the project results.

#### Improved capacity (EAs)

The project - particularly through the workshops - contributed to enhance the capacity of beneficiaries (government officials, policy-makers, trade and environment negotiators, private sector, academia, non-governmental organizations) to effectively plan and develop measures to improve productive and export capacity in over nine countries. The project clearly contributed to increase knowledge, awareness and understanding at individual level to (i) identify and select sectors for national production and export of green/sustainable products, (ii) assess the policy, regulatory and institutional requirements for supporting the development of selected products and (iii) prepare and adopt recommendations and action plans for building productive and export capacity. Most beneficiaries highlighted that the workshops and the publications provided crucial information that could be used in their daily work.

The project aimed at improving the capacity of both the public and private sector (government officials, policy-makers, exporters, etc.) as well as other stakeholders (e.g. trade and environment negotiators, academia, non-governmental organizations, international organizations, etc.) effectively plan and develop measures to improve productive and export capacity. This involved enhanced capacity to (i) identify and select sectors for national production and export of green/sustainable products (EA1), (ii) assess the policy, regulatory and institutional requirements for supporting the development of selected products (EA2) and (iii) prepare and adopt recommendations and action plans for building productive and export capacity (EA3).

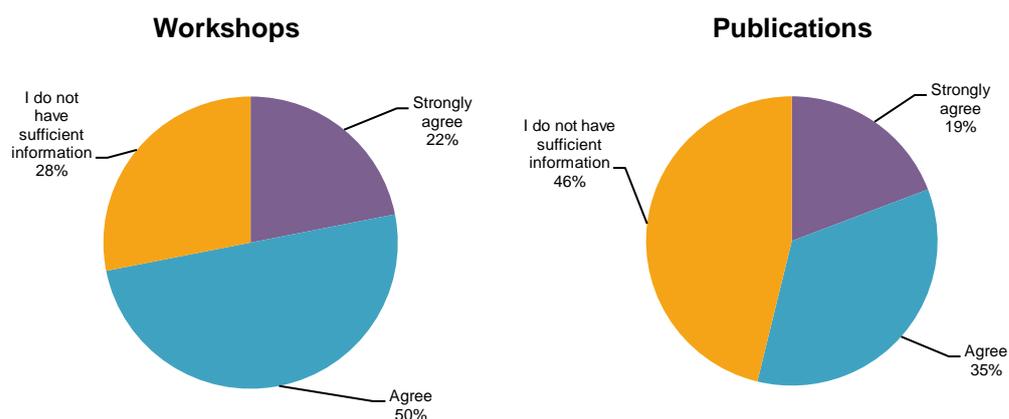
Capacity development has traditionally been associated with knowledge transfer and training of individuals, yet it is a complex, non-linear and long-term change process in which no single factor (e.g. information, education and training, technical assistance, policy advice, etc.) can by itself be an explanation for the development of capacity. It contributes to addressing specific needs of countries and regions across the three interlinked individuals, organizational, and enabling environment dimensions. The dimension of enabling environment relates to political commitment and vision; policy, legal and economic frameworks; national public sector budget allocations and processes; governance and power structures; incentives and social norms. The organizational dimension relates to public and private organizations, civil society organizations, and networks of

organizations. The individual dimension relates to the people involved in terms of knowledge, skill levels (technical and managerial) and attitudes.

At individual level, the project, particularly through the workshops (including the final event), contributed to enhance the knowledge of the beneficiaries. They were considered by many stakeholders as (i) eyeopeners by addressing a topic that was not at the forefront of regional discussions and (ii) networking opportunities that were particularly appreciated by participants by bringing together views. Most stakeholders considered the methodology innovative and practical.

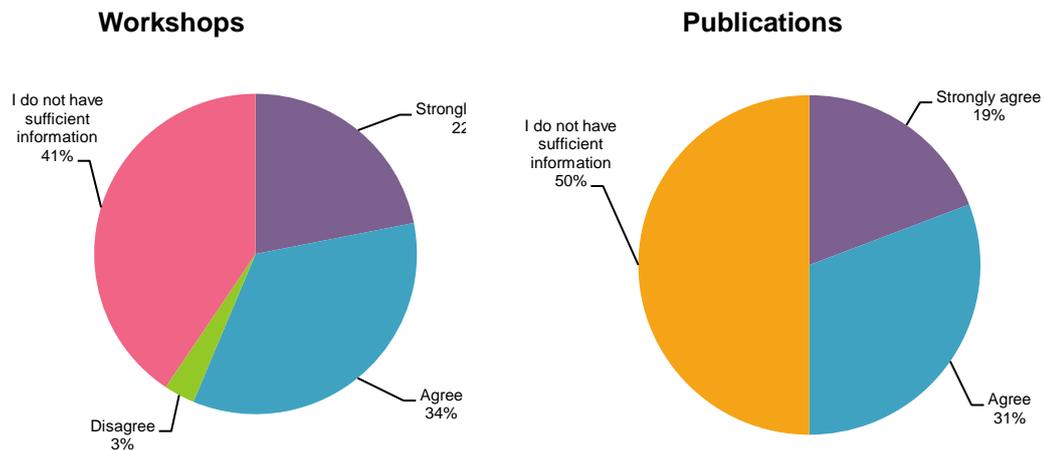
Over 72% of the survey respondents reported that the workshops contributed to improve their capacity to identify and select sectors for national production and export of green/sustainable products (EA1). None disagree with the statement and nine out of the 32 respondents did not have sufficient information (38%, this percentage includes all the participants that did not participate in a “First National Stakeholder Workshop”). Nevertheless, only 54% thought that the publications contributed to improve their capacity to identify and select sectors for national production and export of green/sustainable products. None disagree with the statement but 12 out of the 26 respondents did not have sufficient information (46%). This high percentage includes all the participants that did not participate in a “First National Stakeholder Workshop” but it should also be seen in a context of a recently finalized project. At the time of the evaluation, UNCTAD was engaged in a dissemination strategy.

**Figure 7 – Level of agreement of the beneficiaries that the workshops contributed to improve their capacity to identify and select sectors for national production and export of green/sustainable products**



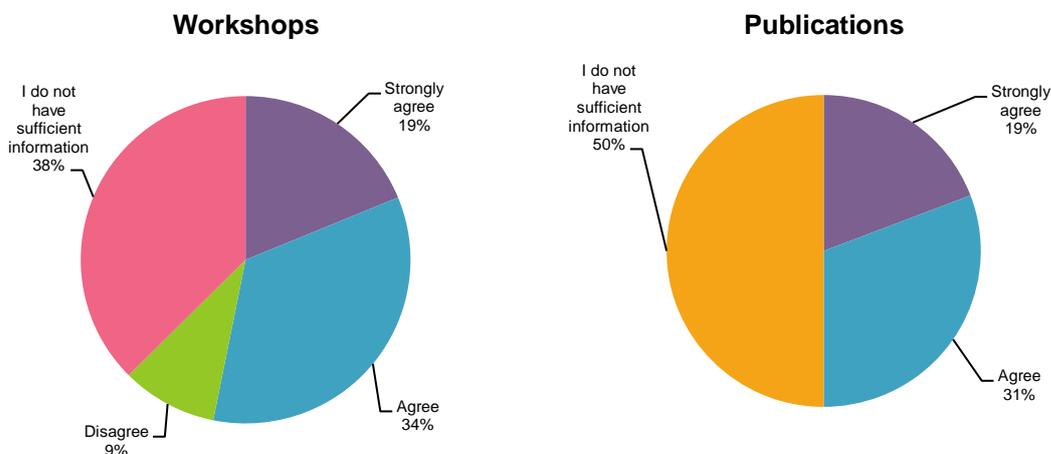
A lower percentage, 56% of the survey respondents (18 out of 32), reckoned that the workshops contributed to improve their capacity to assess the policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors (EA2). One disagrees with the statement and 13 did not have sufficient information (41% including all the participants that did not participate in a “First National Stakeholder Workshop”). Only 50% thought that the publications contributed to improve their capacity to assess the policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors. None disagree with the statement but 13 out of the 26 respondents did not have sufficient information (50%, see comment above about this percentage).

**Figure 8 – Project contribution to improve the capacity to assess policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors**



53% of the survey respondents (17 out of 32) reckoned that the workshops contributed to improve their capacity to prepare and/or adopt recommendations and action plans for building productive and export capacity in selected sustainable product sectors (EA3). Three disagree with the statement (9%) and 12 did not have sufficient information (37%, this percentage includes all the participants that did not participate in a “First National Stakeholder Workshop”). In the same line, only 50% thought that the publications contributed to improve their capacity to prepare and/or adopt recommendations and action plans for building productive and export capacity in selected sustainable product sectors (13 out of 26). None disagree with the statement but 13 did not have sufficient information (50%, see comment above about this percentage).

**Figure 9 – Project contribution to improve the capacity to prepare and/or adopt recommendations and action plans for building productive and export capacity in selected sustainable product sectors**



Despite the recent completion of the project, 31% of the respondents had already used the publications in their daily work (8 out of 26). 69% had not used them yet. In particular, the publications were used:

- As public reference for further research showing sector sustainable development and co-operation between public and private sectors.
- To draw ideas to establish relationships with other NGOs and associations.
- To prepare an evaluation workshop for the 2018 mango campaign.
- As a knowledge base or resource material to elaborate commercial policies.
- To get familiarized with the mode of setting objectives and display them in the national action plan with a view for sustainable development.

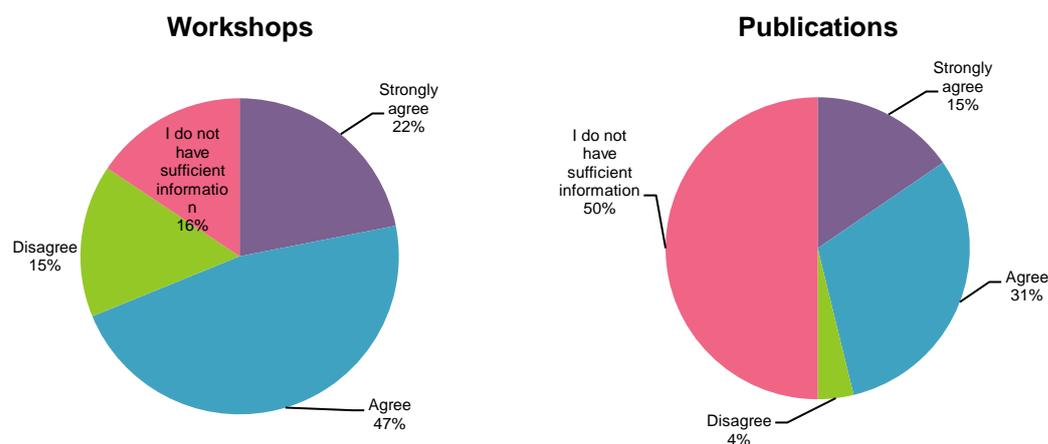
- In presentations such as national workshop to inform donors.
- To prepare the catalog of Ecuadorian Exportable Offer of Organic Products and with Certification, “Ecuador Certified”.
- As experience sharing, e.g. the challenges that most countries face to move to green exports, to market their products, to find the funds to fund their projects, etc.

Most stakeholders considered that the improved capacity at individual level triggered also effect at institutional level:

- 69% (22 out of 32 respondents) thought that the workshops contributed to improve institutional capacity to (effectively plan for) building productive and export capacity in selected sustainable products;
- Five thought that they did not (16%);
- five did not have sufficient information (16%);
- 46% (12 out of 26 respondents) thought that the publications contributed to improve institutional capacity;

One thought that they did not (4%) but 13 did not have sufficient information (50%).

**Figure 10 – Project contribution to improve institutional capacity to (effectively plan for) building productive and export capacity in selected sustainable products**



## Efficiency

### Organizational arrangements and resource management

Despite numerous external difficulties including the limited technical and administrative support, the project was implemented on time and within budget. Project funds were properly allocated to their expected budget lines. The project benefited from UNCTAD’s comparative advantages in terms of: (i) long-standing expertise and knowledge in the field; (ii) established and wide network of world renown experts; (iii) access to unique and specialized data; and (iv) strong capabilities in terms of research and analytical work, consensus building, advisory services and training. UNCTAD was able to draw extensively on multidisciplinary expertise through its informal network of leading researchers and experts that added value to the project and helped ensure quality control throughout. Both project

managers and beneficiaries thought that the project responded efficiently to the difficulties and changing needs.

The project implementation started after the signature of the allotment advice and the financial information indicated that the project funds were properly allocated to their expected allotment areas. Due to the difficulties (mainly related to external factors), the project was completed after a 10-month extension and within budget. The extension allowed to properly plan and organize the Green Forum in Geneva and to complete a much-appreciated follow-up period in beneficiary countries. In general, the project was able to respond to the changing needs of the beneficiaries and the management structures contributed to effective implementation. The main difficulties faced by the project were beyond its control and the project successfully implemented corrective measures including for example:

- As a consequence of the delays in identifying a national expert for the green technologies component in Lebanon, the Ministry of Tourism became the national focal point for the ecotourism. Its support was strong allowing this component of the project to progress well and quickly.
- Due to excessive start-up delays, the NGER for Kazakhstan was removed from the pipeline.
- UNCTAD staff successfully built trust to overcome the insufficient country engagement in Ethiopia.

The burden of organizing the workshops proved to be even higher than expected, among other things, due to time-consuming procurement processes. This together with the previously mentioned external difficulties required considerable efforts to cover the required technical and administrative support with the final General Temporary Assistance (GTA) expenditure of less than 4%. Although this percentage is similar to other projects financed by the DA, it proved to be tight. The project benefited from additional assistance provided by one UNCTAD colleague to form the two-person project team needed for effective implementation.

The project benefited from UNCTAD's comparative advantages in terms of: (i) long-standing expertise and knowledge in the field; (ii) established and wide network of world renown experts; (iii) access to unique and specialized data; and (iv) strong capabilities in terms of research and analytical work, consensus building, advisory services and training. In this sense, UNCTAD was able to draw extensively on multidisciplinary expertise through its informal network of leading researchers and experts that added value to the project and helped ensure quality control throughout.

#### Activity/Output realization

All sources of information confirmed that the project was implemented as planned (after extension). The evaluation can affirm that the activities were complementary and reinforced the internal coherence of the project. The majority of beneficiaries thought that the workshops were implemented in an efficient manner and that they were satisfied or very satisfied with UNCTAD's logistical support. The level of satisfaction with the quality of the project's activities and products was very high (e.g. technical presentations, publications, etc.) The workshops were also seen as a unique opportunity towards building or strengthening networks.

The activities were implemented as planned after a 10-month extension. According to the Final Report, the project delivered the following activities and products:

**Table 4 – Delivered activities and products**

<b>Activity/product</b>	<b>Number</b>
Baseline reports (prepared by UNCTAD)	9
1 <sup>st</sup> National Stakeholder Workshop	9
2 <sup>nd</sup> National Stakeholder Workshop	9
SMP reviews	7 *
NGER Reports	9 **
SDG Learning Event at HLPF (New York)	1
Other capacity building events	6
Green Export Forum (Geneva)	1
Participants in NGER activities	Approx. 1,500

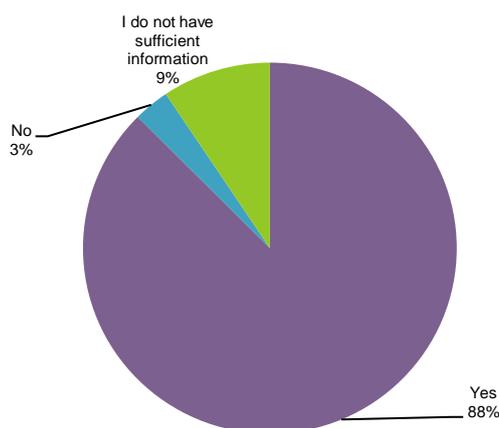
\* *Ethiopia declined and Senegal will be done in 2019 under a separate budget.*

\*\* *Lebanon was press at the time of the evaluation and Senegal will be done in 2019 under a separate budget.*

Source: *Project Document*

Over 87% of the respondents to the survey considered that the workshops were implemented in an effective and efficient manner (28 out of 32 answers); only one thought it was not and three did not have sufficient information. Over 84% were satisfied or very satisfied with the logistical support provided by UNCTAD (27 out of 32 responses); only five were slightly satisfied (16%). 94% would attend similar events in the future (30 out of 32); two did not have sufficient information (6%).

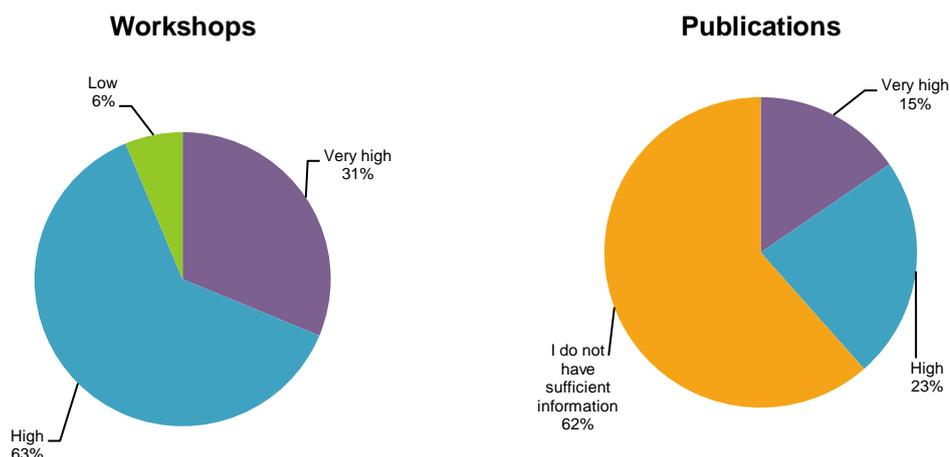
**Figure 11 – Survey question 11: Were the workshops implemented in an effective and efficient manner?**



During the interviews, it was confirmed that, the project promoted a bi-directional exchange of information and a dialogue between UNCTAD and the beneficiaries. The evaluation can affirm that the activities were complementary and reinforced the internal coherence of the project. The events were also seen as a contribution towards building or strengthening networks of policymakers, producers, exporters, experts, researchers and the like.

The level of satisfaction was very high. For example, 94% of the participants (30 out of 32 answers) indicated that the quality of the workshops was high (62%) or very high (31%); only two rated the quality as low. On the other hand, only 38% (10 out of 26 answers) indicated that the quality of the publications was high (23%) or very high (15%). In general, they thought that the publications were objective, clear, well-structured and contain updated information and structured planes. None thought that they were of low quality but over 61% did not have sufficient information (see below about the limited knowledge about the publications).

**Figure 12 – How would you rate the quality of the project’s activities/products?**



Most participants considered that the workshops offered opportunities of engagement with different stakeholders providing ample opportunities for learning. They gathered the most crucial stakeholders in the selected sectors and countries. All the contacted stakeholders considered that the quality of the technical presentations was very high. As put by one beneficiary, “it was a very informative workshop; very well organized whereby farmers, stakeholders, academia, policy makers (government officials from across all important Ministries) and resource persons from

UNCTAD came together to discuss all issues related to green exports; a number of recommendations were put forward and sent to the government at the end of the workshop.” Other statements made by beneficiaries during the evaluation include:

- *The workshops were very well planned and joined together the correct people and institutions in each country.*
- *The events were participatory and open-minded to invited people.*
- *Well-organized workshop with high level experts that allowed a rich debate on the part of the actors present (state, partners, actors of the sector).*
- *It gave us the chance to interact with other stakeholders.*
- *All participants were willingly involved in communicating their ideas and actively sharing in discussions. The workshops were well organized and sectors of discussions well segmented.*
- *The quality of presenters, topics and discussions was above par.*
- *The attendance was quite diverse representing academia, policy makers, farmers, processors and small-scale entrepreneurs.*
- *The topics covered by the workshop were important and tackled a lot of crucial issues that matter farmers and producers.*
- *All workshops were to the point and the opinion of the local stakeholders was the main driver and concern.*
- *The workshop benefited from a high-quality work and collaboration of UNCTAD and the Ministry.*
- *The workshops were well organized, great synergy between UNCTAD consultants and the national coordinator, broad and inclusive participation of all the stakeholders (public sector, private sector, associations or cooperatives, etc.) The workshops have achieved the expected objectives.*
- *The national workshop made it possible to better know the sectors and to identify the opportunities offered to the country by these sectors.*

The main weaknesses identified included the limitation to take decisions and translate the discussion into actions. Some beneficiaries related this limitation with the lack of the government monitoring of the processes in part due to “the constant changes of governmental authorities”. In this sense, it should be noted that UNCTAD provision of technical assistance is constrained by the limited resources as it is mainly driven by extra-budgetary funds and DA projects. Therefore, it is difficult to plan and offer regular and systematic technical cooperation in one specific area. An interesting issue that emerged during the interviews was the need to strengthen the ‘reliability’ of UNCTAD technical assistance, in the sense of making it more regular.

## Project management

The logical framework was useful at the project proposal stage but less so as an effective management tool due, among other things, to the lack of specific disaggregated indicators that comprehensively capture the project's performance. Despite the external difficulties, project management responded to the changing needs of the beneficiaries and the management structures contributed to effective implementation.

The simplified logic framework was useful at the project proposal stage but much less so as an effective management tool during implementation. It would have been useful to expand it further by adding details in order to move from a linear, hierarchical and static logic to a more complex, horizontal and dynamic system thinking approach. This would have allowed to improve monitoring, reporting and evaluation by better understanding the confluence of three concepts: interrelationships, perspectives and boundaries.

A set of five indicators of achievement was included in the Project Document. Three of them intended to track the progress of the project in achieving the EAs (short-term) and two aimed to track the project's performance in achieving the overall objective (long-term). The simplified logical framework only included the three EAs indicators, the other two are included only in the main text and there was no reporting on them. The evaluator considered that, in any case, it would have been difficult to measure these two indicators and any contribution of the project to this type of long-term effects with the available resources to the project.

**Table 5 – Indicators of achievement**

OVERALL OBJECTIVE / EXPECTED ACCOMPLISHMENTS	INDICATORS
<p><b>OO</b> To improve the ability of public and private stakeholders in developing countries – government officials and decision-makers from business and civil society – to build national productive and export capacity in sustainable products.</p>	<p><b>I1</b> For each beneficiary country, the increase in national exports of sustainable products selected in the country's NGER.  <b>I2</b> For each beneficiary country, the increase in community employment levels in the locations where the sustainable products selected in the country's NGER are produced.</p>
<p><b>EA1</b> Improved capacity of public and private stakeholders to identify and select sectors for national production and export of green/sustainable products.</p>	<p><b>I3</b> Increased number of countries engaging national stakeholders to quantitatively analyze prospective sustainable products for national production and export.</p>
<p><b>EA2</b> Enhanced knowledge among policy makers, transport planners and transport infrastructure managers in Caribbean SIDS of climate change impacts on seaport and airport infrastructure as well as associated implications for services and operations.</p>	<p><b>I4</b> Increased number of reforms and options for strengthening of the sectoral policy, regulatory and institutional framework of selected sustainable product sectors proposed by national stakeholders.</p>
<p><b>EA3</b> Improved capacity of public and private stakeholders to prepare and adopt recommendations and action plan for building productive and export capacity in selected sustainable product sectors.</p>	<p><b>I5</b> Increased number of recommendations, action plans and timetables for actions to advance sectoral development of the selected sustainable product sectors prepared and adopted by national stakeholders.</p>

Source: Project Document

Despite the indicators having been agreed with DESA, they were not specific enough and could have been better developed (e.g. lack of baselines). For example, it seemed difficult to measure the number of reforms and options adopted to strengthen policy, regulatory and institutional frameworks. The project reported on the number of measures proposed and discussed in the national action plans (see for example the Final Report). The evaluator believes that this indicator failed to capture the project's contribution.<sup>14</sup> There was for example no follow-up on the level of agreement on these action plans, availability of resources, implementation rate, etc. In general, the project did not include a thorough mechanism to monitor the proposed indicators, e.g. feedback from participants through after-workshop surveys.

Results-based management requires to define and measure at the level of outcomes (particularly challenging for development interventions such as advocacy, capacity development and advisory services). Nevertheless, it is also acknowledged that measurement at the output level is important to monitor the use of resources, implementation of activities linked to those resources and what specifically was delivered through these activities. The project though did not develop indicators that comprehensively capture its performance.<sup>15</sup>

As shown in the table above, a single indicator is used to assess the achievement of each EA. Although these indicators could provide valid information about the project contribution to major long-term initiatives, the causality is weak. It would have been advisable to include additional indicators to measure the more direct effects of the project and, at the same time, provide evidence demonstrating the logic of the intervention, reinforcing attribution at higher levels.

In addition, there is evidence that aggregate indicators can conceal the fact that some groups are being left behind (e.g. less influential stakeholders, less advanced countries, marginal or vulnerable groups, etc.) More specific indicators allow to reduce inequalities by identifying groups that have been left behind and understanding why this has happened.

## Sustainability

### Enabling environment

Due to the recent finalization of the project, it was too early to draw any conclusions about the project's sustainability, but it was confirmed that the implemented activities contributed to generate interest and increase awareness on productive and export opportunities of sustainable products. The project results were broadly perceived as important. Local ownership was promoted by involving and consulting stakeholders during the whole process. The methodology would facilitate longer-term planning and investment processes. The project also facilitated the establishment and strengthening of networks (within and among countries) and catalyzed a number of initiatives to promote sustainability.

Although it was too early to draw conclusions about the project's sustainability, the activities aimed to significantly increase awareness about green products and export opportunities as well as to

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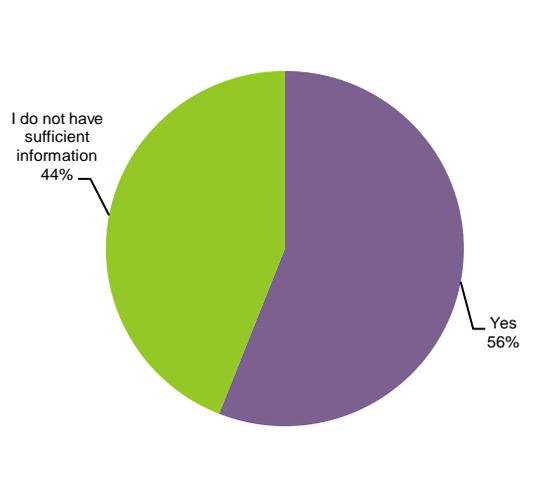
<sup>14</sup> Although not specifically mentioned in the DA Project Document template, the last guidelines request to strengthen the indicators by ensuring that all of them include clear targets. In this sense, it is expected that the involved entities include benchmarks for all indicators and ensure that there is a baseline for measurement or assessment of change quantitatively and/or qualitatively. See: <http://www.un.org/esa/devaccount/projects/guidelines.html>

<sup>15</sup> According to a report prepared for DESA's Quadrennial Comprehensive Policy Review (2012), results-based management (RBM) is a broader management strategy and it is not synonymous with performance monitoring and evaluation. RBM is conceptualized as a results chain of inputs-activities-outputs-outcomes-impact. The assumption is that actions taken at one level will lead to a result at the next level, and in this sense, the results chain stipulates the sequence actions taken to achieve a particular result (Results-Based Management in the United Nations Development System: Progress and Challenges – A report prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review, July 2012). See: [http://www.un.org/esa/coordination/pdf/rbm\\_report\\_10\\_july.pdf](http://www.un.org/esa/coordination/pdf/rbm_report_10_july.pdf)

provide a methodological approach to facilitate longer-term planning and investment processes. Local ownership was ensured by involving stakeholders at an early stage and consulting them throughout implementation.

In this sense, most stakeholders thought that the activities contributed to increase expertise and generate interest about some of the pressing challenges and opportunities. 56% of the respondents to the survey considered that the project contributed or will contribute to raise awareness about productive and export opportunities of sustainable products (14 out of 25 responses); none thought it did not and 11 did not have sufficient information (44%).

**Figure 13 – Survey question 39: Do you think that the project (UNCTAD’s assistance) contributed or will contribute to raise awareness about productive and export opportunities of sustainable products?**



The project results were broadly perceived as important as demonstrated during the interviews as well as the fact that they were widely cited in the media (see the Final Report). Beneficiaries thought that the project contributed to a shared vision by (i) delivering a “scientific and independent diagnosis” and a “national agenda for the future” and (ii) bringing all the stakeholders together that will “certainly raise environmental awareness among their communities, who in turn will disseminate productive awareness among farmers, laborers and agri-food producers”. The project facilitated to some extent the establishment and strengthening of networks within and among participating countries. It was also mentioned that “some exporters decided to focus on the chosen sectors during the workshop” and that the project allowed “exchanging on new production and marketing practices”.

At the time of the evaluation, there were significant differences between countries regarding the level of implementation of the action plans. In some countries, there was clarity about how to implement the proposed measures and were working on or had even completed many of them. As mentioned during the evaluation, “apart from its direct deliverables, the project created the ground for a national platform where national stakeholders (local NGOs, organic farmer associations and sector associations, together with policy makers and donors) jointly continue the dialog and specific support actions in line with the NGER NAP in Moldova.”

In other countries, there was not clarity about how the action plan was going to be implemented. As put by one stakeholder, “we did not yet receive any comment whatsoever from donors, enabling us to implement our actions. In case we will not receive any financial support or funding, we cannot expect any results.” In all cases, there was broad consensus that government-led follow-up was of the utmost importance to keep momentum. In this sense, the Final Report highlighted that NGERs are more successful when the ministry which serves as the national focal point is either the ministry of trade or agriculture or tourism (ministries of environment are less suited due to their lack of sector and market awareness/expertise).The Final Report also identified a number of

initiatives to promote sustainability such as (i) follow-up committees in Lebanon, Moldova and Morocco monitor action plan implementation; (ii) sector champions responsible for coordinating the implementation of specific priority actions in Ecuador, Lebanon, Moldova, Morocco, Oman and Vanuatu; (iii) high-level government support for the NGER and its recommendations in Ethiopia, Morocco and Vanuatu and (iv) integrating elements of NGER action plans into national sustainable development strategies and donor cooperation programmes Madagascar and Vanuatu. In this framework, it remained vital to identify, strengthen and empower these local actors to keep momentum and advance in the implementation of the action plans, mobilize additional resources (from governments, private sector and development partners).

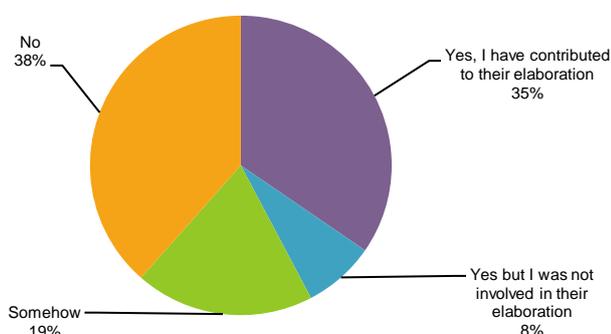
### Multiplier effects and replication

The project's findings have informed and will continue to inform UNCTAD's work and synergies were also envisaged at a broader level. Despite the project's efforts, it is necessary to give more publicity to the work done and to disseminate more broadly the publications. At the time of the evaluation, UNCTAD was making efforts in this direction under its regular work. This should result in strengthened appropriation by beneficiaries and increased political support. Most respondents were of the view that the activities under the project should be replicated. Partnerships with other development institutions and programmes allowed mobilizing additional resources and extending the scope of project. At least 18 countries had already expressed interest in implementing NGERs, but extra-budgetary funding would need to be secured to respond positively to these new requests.

The evaluation found evidence that the project's findings have informed and will continue to inform UNCTAD's work and policy advice. It was confirmed during the interviews that the project's activities resulted in several collaborations (more informal than formal and more at the level of individuals than institutions).

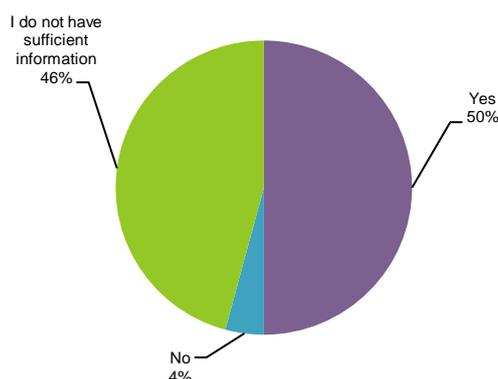
The publications were discussed and disseminated at the workshops and events as well as through websites and printed publications. It should nevertheless be noted that, despite UNCTAD's and its partners' efforts, over 38% of the respondents to the evaluation survey did not yet know the project publications (10 out of 26 responses). This seems a low percentage as the survey was only sent to the participants in the workshops. Out of the 42% that clearly knew them, 35% participated in their elaboration (9 out of 26 answers) and 8% were familiar but was not involved in their elaboration (2). Five respondents "somehow" knew the publication (19%). At the time of the evaluation, both UNCTAD and the national partners were involved in disseminating some publications, but many stakeholders highlighted the need for additional support.

**Figure 14 – Survey question 18: Are you familiar with the publications/studies?**



50% of the respondents to the survey thought that the implemented activities and achieved results can be replicated in the future (12 out of 24 responses); 46% did not have sufficient information to respond (11) and only one thought they cannot be replicated.

**Figure 15 – Survey question 35: Should the activities be replicated?**



Beneficiaries identified replication opportunities in terms of (i) applying the methodology to a bigger number of products/services in the country; (ii) applying the methodology to other developing countries; (iii) exchanging the experience with other countries; (iv) implementing pilot projects to support the identified value chains and; (v) including buyers and sellers of green exports in the discussions. Not surprisingly, the greatest challenge identified by the beneficiaries with respect to the various activities implemented was how to influence policymaking and ensure that what was discussed and learned at the workshops gets translated into policies and action at the national and regional levels. In this sense, the Final Report highlighted for example that many green sectors face common challenges and by addressing these (e.g. unsupportive regulatory framework for organic agriculture, or geographic indications) in one narrow product-specific sector, NGERs can have a positive impact on a much broader range of sectors, particularly for products in the agriculture and tourism sectors.

In October 2018, the project organized the Green Export Forum event (Geneva) that focus on discussing how the beneficiary countries were harnessing green market opportunities to promote economic diversification and contribute to the achievement of the SDGs. As highlighted in the Final Report, it allowed project managers, officials and national experts from the 10 NGER beneficiary countries<sup>16</sup> (approximately 100 participants) to share their experiences in identifying promising green export sectors and promoting their development through a multi-stakeholder approach. Other issues were also discussed such as value addition, national and voluntary green standards, market entry conditions, export promotion, marketing, financing green transition, packaging, quality and sustainability management. Sectors covered during the Forum featured ecotourism, fish products, timber products, coffee, cocoa, olives, dates, nuts, leather, grains and honey, among many others.

In addition the DA funds, the project benefitted from additional resources such as in-kind contributions from national partners to implement the activities in the nine selected countries but also leveraged supplementary funding from the Islamic Development Bank (USD 73,000 for NGER Senegal) and the European Commission (NGER Angola).<sup>17</sup> At the time of the evaluation, at least 18 countries had already expressed interest in implementing NGERs (Armenia, Algeria, Burkina Faso, Egypt, Georgia, Kazakhstan, Mongolia, Nigeria, Nepal, Tunisia, Turkey, State of Palestine, Uganda and Zimbabwe). UNCTAD explained that extra-budgetary funding would need to be secured to respond positively to these new requests.

In this regard, the Final Report recognized that developing partnerships with other development institutions and programmes (e.g. UNDP, IsDB, SwitchMed) contributed to mobilizing additional resources and extending the scope of project (i.e. implementation of NGER in additional

<sup>16</sup> The nine countries supported under DA 1415L plus Angola whose NGER was supported by an EC grant.

<sup>17</sup> All funds managed by the Islamic Development Bank or the European Commission not UNCTAD.

countries). At the time of the evaluation, the Islamic Development Bank was considering supporting NGERs in other West African countries (e.g. The Gambia and Sierra Leone). SwitchMed had allocated financing to integrate UNCTAD’s NGER approach into several projects.

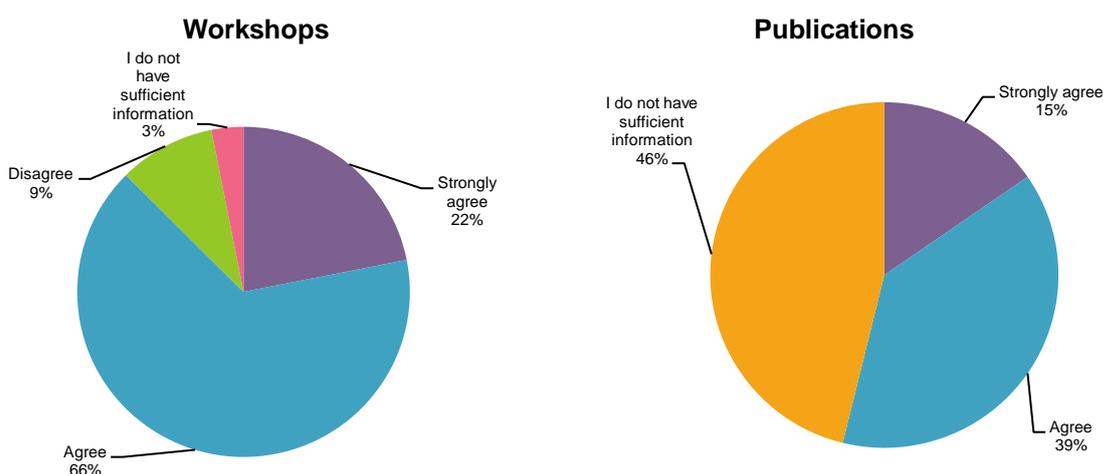
## Impact

### Contribution to long-term processes

At the time of the evaluation, there were significant differences between countries regarding the level of implementation of the action plans. Despite the recent finalization of the project, the evaluation found evidence of its contribution to long-term processes that were triggered as a consequence of the implemented activities. There is evidence that the project contributed to improve decision-making and planning in the beneficiary countries. The achievement of “concrete development impacts” is particularly interesting in the framework of a project with strong focus on research.

The sphere of control of the project is limited to the inputs, activities, outputs, processes and immediate effects. It is therefore more difficult to demonstrate the project’s contribution at the level of organization and enabling environment (sphere of influence). Nevertheless, the evaluation found evidence of the project’s contribution to long-term processes. For example, 88% respondents to the survey agreed (66%, 21 out of 32 respondents) or strongly agreed (22%, 7 respondents) that the information conveyed at the workshops had the potential to contribute to or influence policy making, initiatives, actions plans, strategy plans, etc. Three respondents disagreed (9%) and one did not have sufficient information (3%). A lower percentage, 54% considered that the publications had the potential to contribute at this level (14 out of 26 responses). 46% did not have sufficient information (12).

**Figure 16 – Potential to contribute to or influence policy making, initiatives, actions plans, strategy plans, etc.**

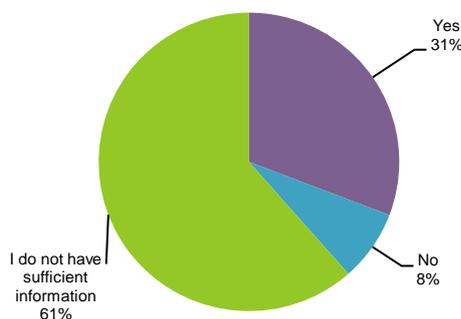


Influencing policy is more a process than a product, as a number of activities and relationships interact with each other. However, the process is not linear: policy decisions over time generally display a complicated pattern of advances and reversals tied together in feedback loops of

decision, implementation, second thoughts and course corrections.<sup>18</sup> Moreover, policy influence should be understood as a means to an end and not an end in itself.<sup>19</sup> Policymaking is often considered to be a set of processes that includes (i) the setting of an agenda, (ii) the specification of alternatives from which a choice is to be made, (iii) an authoritative choice from among those specified alternatives and (iv) the implementation of a decision.

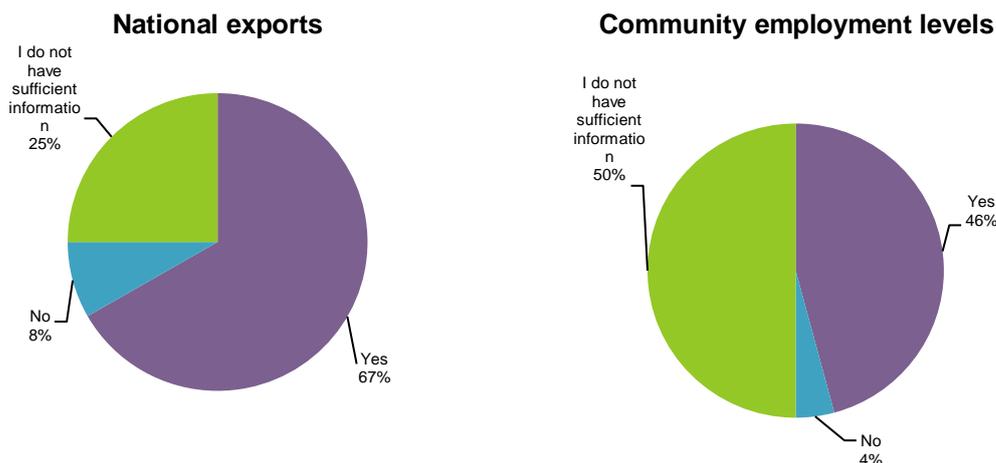
Despite there was broad consensus that it was too early to assess the impact of the project, stakeholders thought that it contributed to significant changes in the target countries and institution (or will do it in the future). In particular, by (i) prioritizing the identified products/sectors, (ii) advancing towards a shared vision/plan, (iii) improving coordination (within value-chains, inter-ministerial, etc.) In this sense, almost 31% of the beneficiaries (8 out of 26 responses) thought that the NGERs contributed to a significant result or change or will do it in the future. Only two thought that they did not (8%) and 16 did not have sufficient information (61%).

**Figure 17 – Contribution of the project to a significant result or change in the beneficiary countries**



Most stakeholders agreed that the project had contributed (or will contribute) to an increase in both (i) national exports of the selected sustainable products (67%) and (ii) community employment levels in the locations where the selected sustainable products are produced (46%). The achievement of “concrete development impacts” was even more interesting taking into account that the project had a strong focus on research.

**Figure 18 – Contribution of the project to increase...**



Nevertheless, this positive picture should be taken with caution as there might exist a positive bias as explained in the methodology. Not surprisingly, achieving long-term impact was identified by numerous stakeholders as the greatest challenge with respect to the various activities implemented. Political will was identified as essential to achieve it. The Final Report also highlights

<sup>18</sup> See F. Carden, Knowledge to Policy: Making the Most of Development Research, International Development Research Centre (IDRC), 2009.

<sup>19</sup> See J. Kingdon, Agendas, Alternatives, and Public Policies, New York, HarperCollins Publishers, 1984.

that professional associations can play a major role in promoting green production and export and maximizing synergies. However, to be efficient they need to be able to mobilize resources from their members and not rely mainly on public subsidies.

## Gender and human rights

### Consideration of crosscutting issues

The project did not incorporate a thorough gender or a human rights perspective either at design or during implementation. This is in part explained by the technical nature of the subject matter. On the other hand, an effort was done to ensure women participation during implementation and many of the participants in the workshops were women.

The Project Document did not include a gender analysis. It actually highlighted that the challenges of promoting a green economy do not have an explicit dimension of gender inequality as women and men are equally connected to, and affected by, the problems outlined. According to the evaluator, this is not evident and could have been further analyzed. The guidelines for the preparation of Development Account project documents are clear in this respect, as they recommend devoting attention to gender considerations, identifying dimensions of gender inequality and the extent to which women and men may be differently affected by the problem and require differentiated capacity development support.

This gained even more importance in the framework of the project's contribution to long-term processes and potential to influence policies. UNCTAD highlighted that "economic policies impact different segments of the population, including men and women, in different ways. In turn, gender inequalities impact on trade policy outcomes and economic growth. Taking into account gender perspectives in macro-economic policy, including trade policy, is essential to pursuing inclusive and sustainable development and to achieving fairer and beneficial outcomes for all."

The design was not gender-responsive and human rights related issues were not considered. There was no assessment of the distinct effect of trade policies on men and women. This was to some extent explained by the technical nature of the project but probably even more by the limited resources available.

In general, the themes treated at the events nor the publications incorporated a strong gender or a human rights perspective (e.g. gender-based constraints that impede inclusive development, potential strategies and policy measures to overcome them, etc.) Nevertheless, some stakeholders thought that the selection of products/services included gender considerations and many of the participants in the workshops as well as the contributing experts were women.<sup>20</sup> The different project reports, including the Final Report, did not provide segregated figures or statistics.

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<sup>20</sup> Despite a full analysis of participants was not possible due to the unavailability of some lists of participants, all interviewees confirmed it.

### III. CONCLUSIONS

*Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of the target countries, taking into account UNCTAD's mandates, and alignment with the objectives of UNDA? (EQ1)*

(a) The potential for exporting green products and services was somehow overlooked and had not been sufficiently addressed in the beneficiary countries before the project. In this sense, the project was pertinent both from a technical and political point of view. Most beneficiaries highlighted that only UNCTAD had engaged in the kind of research and analysis related to green products and services and potential trade impacts. The project's activities and products (workshops and publications) were well suited to address the different country and regional priorities, including some important bottlenecks during implementation in several countries.

(b) The project was built upon UNCTAD's experience and it was fully aligned with its mandate by identifying capacity-building needs and promoting sustainable production and consumption as well as climate change adaptation. The project was aligned with several UN Conferences, Summits and the achievement of the SDGs (8 and 12 in particular). It also contributed to promoting regional cooperation to some extent.

*Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes? What is UNCTAD's comparative advantage in this area and to what extent did this project maximize it? (EQ2)*

(c) The project design benefitted from a thorough analysis of both country and region specificities. It directly targeted nine countries, but all stakeholders reckoned that the design responded to a demand-driven and a research logic. The project implementation - participation in the events (i.e. direct beneficiaries) - was coherent with its design and the stakeholder analysis that complied with DESA guidelines allowed to distinguish between different levels (individual, organizational and enabling environment).

(d) The project also benefited from UNCTAD's comparative advantages in terms of: (i) long-standing expertise and knowledge in the field; (ii) established and wide network of world renown experts; (iii) access to unique and specialized data; and (iv) strong capabilities in terms of research and analytical work, consensus building, advisory services and training. UNCTAD was able to draw extensively on multidisciplinary expertise through its informal network of leading researchers and experts that added value to the project and helped ensure quality control throughout. Both project managers and beneficiaries thought that the project responded efficiently to the difficulties and changing needs.

*Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in a timely and cost-effective manner? (EQ3)*

(e) Despite some difficulties (mainly related to external factors) and the limited technical and administrative support (the maximum expenditure allowed for DA projects is 4% of the total budget), the project was completed after a (well justified) 10-month extension and within budget. Project funds were properly allocated to their expected budget lines.

(f) The logical framework was useful at the project proposal stage but less so as an effective management tool due, among other things, to the lack of specific disaggregated indicators that comprehensively capture the project's performance. The project management responded to the external difficulties, changing needs of the beneficiaries and resources constraints. In this sense, the management structures contributed to effective implementation.

*To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs? Were the services and support provided in a timely and reliable manner according to the priorities established in the project document? (EQ4)*

(g) The project was implemented as planned (after extension) and the activities were complementary and reinforced the internal coherence of the project. The majority of beneficiaries thought that the workshops were implemented in an efficient manner and that they were satisfied or very satisfied with UNCTAD's logistical support. The level of satisfaction with the quality of the project's activities and products was very high (e.g. technical presentations, publications, etc.) The workshops were also seen as a unique opportunity towards building or strengthening networks.

*Were there any complementarities and synergies with the other work being developed? How have the different activities complemented each other in the capacity building of the project beneficiaries? (EQ5)*

(h) Although important cause-effect assumptions and potential risks were made explicit during the design, the project could have been underpinned by a more comprehensive logic demonstrating that the results were realistic. In particular, the three dimensions of capacity development (individual, institutional, and external enabling environment) could have been addressed by a more robust theory of change. Nevertheless, the project addressed the enhancement of knowledge of individuals and to some extent the other two dimensions mainly by (i) aligning with the existing institutional frameworks in order to maximize the effects at organizational level and (ii) collaborating with regional partners that could promote the project results. The implementation strategy was well described in the Project Document.

*Have the activities achieved, or are likely to achieve, planned objectives and outcomes as enunciated in the project document? Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out and/or facilitate green product production and export has been improved? (EQ6)*

(i) The project - particularly through the workshops - contributed to enhance the capacity of beneficiaries (government officials, policy-makers, trade and environment negotiators, private sector, academia, non-governmental organizations) to effectively plan and develop measures to improve productive and export capacity in over nine countries. The project clearly contributed to increase knowledge, awareness and understanding at individual level to (i) identify and select sectors for national production and export of green/sustainable products, (ii) assess the policy, regulatory and institutional requirements for supporting the development of selected products and (iii) prepare and adopt recommendations and action plans for building productive and export capacity. Most beneficiaries highlighted that the workshops and the publications provided crucial information that could be used in their daily work.

*To what extent has the project contributed to gender equality? To what extent have the beneficiaries been sensitized on the gender dimension of green product production and export and their impact on gender equality? To what extent does the project advance UNCTAD's efforts to promote equitable trade and sustainable development? (EQ7)*

(j) The project did not incorporate a thorough gender or a human rights perspective either at design or during implementation. This is in part explained by the technical nature of the subject matter. On the other hand, an effort was done to ensure women participation during implementation and many of the participants in the workshops were women.

*How was sustainability embedded into the project logic? Have the activities and outputs been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership? (EQ8)*

(k) Due to the recent finalization of the project, it was too early to draw any conclusions about the project's sustainability, but it was confirmed that the implemented activities contributed to generate interest and increase awareness on productive and export opportunities of sustainable products. The project results were broadly perceived as important. Local ownership was ensured by involving and consulting stakeholders and the methodology would facilitate longer-term planning and investment processes. The project also facilitated the establishment and strengthening of networks (within and among countries) and catalyzed a number of initiatives to promote sustainability.

*Is there evidence that national counterparts and/or regional partners are committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced? To what extent has beneficiary countries implemented measures to enhance the sustainability of the results of the project? (EQ9)*

(l) The beneficiaries thought that the activities should be replicated. Partnerships with other development institutions and programmes allowed mobilizing additional resources and extending the scope of project. At least 18 countries had already expressed interest in implementing NGERs, but extra-budgetary funding would need to be secured to respond positively to these new requests.

(m) At the time of the evaluation, there were significant differences between countries regarding the level of implementation of the action plans. Despite the recent finalization of the project, the evaluation found evidence of its contribution to long-term processes that were triggered as a consequence of the implemented activities. There is evidence that the project contributed to improve decision-making and planning in the beneficiary countries. The achievement of "concrete development impacts" is particularly interesting in the framework of a project with strong focus on research.

*Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD? To what extent has UNCTAD implemented measures to sustain the knowledge and capacity gained in the project for future similar interventions? (EQ10)*

(n) The project's findings have informed and will continue to inform UNCTAD's work and synergies were also envisaged at a broader level. Despite the project's efforts, it is necessary to give more publicity to the work done and to disseminate more broadly the publications. At the time of the evaluation, UNCTAD was making efforts in this direction under its regular work. This should result in strengthened appropriation by beneficiaries and increased political support.

## IV. RECOMMENDATIONS

(1) To facilitate results-based management, UNCTAD should systematically develop a more comprehensive theory of change at the project design phase that better explains the causality chain to achieve the objectives and results. The theory of change should identify intermediate effects and assumptions that are not necessarily under the control of the project. A possible outcome for DESA (and UNCTAD) could be to include one expected accomplishment for each dimension of capacity-building and specific disaggregated indicators that comprehensively capture the project's performance. Different stakeholders should be involved or, where possible, their role in solving the problem should be identified during the design. *[Based on conclusions f and h]*

(2) UNCTAD and DESA should review their procedures and develop guidelines and tools to ensure gender equality and considerations of equitable trade is mainstreamed into planning, monitoring and reporting mechanisms. As appropriate, project design could include positive actions to (i) ensure equal and active participation of women in the activities; (ii) promote the added value of incorporating gender issues into the beneficiaries' work; and (iii) include gender-sensitive indicators and targets. Gender experts or representatives may be invited to the activities to ensure ongoing focus on gender issues. *[Based on conclusion j]*

(3) UNCTAD should enhance its "dissemination strategy" at project outset and/or during its implementation in order to maximize the project's sustainability. This could also (i) include targeted activities and; (ii) identify opportunities to link the project results and methodology with UNCTAD's regular work. It could involve continue partnering with regional and national actors (e.g. focusing on reaching policy makers at senior level and also involving civil society if possible). *[Based on conclusion n]*

(4) UNCTAD/DITC/TEDB should continue to promote the replication of the activities, including through submission of new project proposals to UNDA to fund meaningful projects to build further on the achieved results. In particular, UNCTAD/DITC/TEDB should continue to ensure coordination with regional and national partners that are currently seeking funds to implement actions on the basis of the project findings and methodology. This could include monitoring and implementation follow-up of the action plans as well as promoting pilot projects on the basis of the project recommendations. This should allow to demonstrate to what extent a transition to a green economy introduces or not any constraints on growth or competitive disadvantages. Finally, there is an important demand with almost 20 countries having expressed their interest in conducting NSPER. UNCTAD should seek to establishing co-funding schemes with other donors present in these countries to satisfy the demand. *[Based on conclusions l and m]*

(5) General recommendation: It is recommended that DESA and/or UNCTAD undertakes an evaluation at a more strategic level and with a more comprehensive methodology to thoroughly investigate the contribution and/or attribution of the DA projects, their alignment with UNCTAD's mandate and regular work and how to maximize their effectiveness. *[Based on the limitations faced by the evaluation to assess the impact and sustainability of the project due to for example its recent finalization, limited resources, lack of information, etc.]*

## V. LESSONS LEARNED

(a) UNCTAD is an excellence-driven organization with a strong record and reputation in all regions. Its involvement has the potential to bring about significant efficiency gains by catalyzing dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions into the projects (in-kind or others). In line with its mandate, UNCTAD promotes multilateral dialogue, knowledge sharing and networking at the regional level, and works together to promote intra- and inter- regional cooperation.

(b) The role of the DA as a vehicle for member countries to tap into the normative and analytical expertise of the UN Secretariat was evident throughout the project. By offering distinctive knowledge and skills that are rarely dealt with by other development partners, the DA is well placed to play a game changer role in terms of promoting exchange of knowledge and transferring skills among countries.

(c) The DA and UNCTAD have been significant gap-fillers as, without the DA support and without the work guided by UNCTAD, the particular issues addressed by the project would not have been examined in many countries and these types of discussions would not have taken place.

(d) The project clearly illustrates the benefits of the strategy of working at national and country-ownership was a key factor in for success. It achieved concrete results by allowing national stakeholders to prioritize key issues, identify problems and craft solutions. Working closely with different partners was an effective way to promote a common vision that, in turn, strengthened the project's results, broadened product dissemination and enhanced sustainability.

# ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

CONFÉRENCE DES NATIONS UNIES SUR  
LE COMMERCE ET LE  
DÉVELOPPEMENT



UNITED NATIONS CONFERENCE  
ON TRADE AND DEVELOPMENT

## Terms of Reference (TOR)

### Supporting Member States in developing and launching sustainable product export strategies through National Green Export Reviews

#### 1. Introduction and Purpose

This document outlines the Terms of Reference (TOR) for the final independent project evaluation for the United Nations Development Account (UNDA) funded project 1415L entitled “Supporting Member States in developing and launching sustainable product export strategies through National Sustainable Product Export Reviews.”

The UNCTAD Evaluation and Monitoring Unit (EMU), in close collaboration with the Division on International Trade and Commodities, will undertake this evaluation.

This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of UNCTAD assistance. By carrying out this evaluation, UNCTAD plans to assess its work, to learn lessons, to receive feedback, appraisal and recognition, as well as to mobilize resources by showing the possible attribution of achievements to the programme.

The evaluation will systematically and objectively assess project design, project management, and project performance. The evaluation will provide assessments that are credible and useful, and also include practical and constructive recommendations, in order to enhance the work of UNCTAD in this area.

The evaluation will provide accountability to UNCTAD management, the Capacity Development Office/Development Account of DESA, project stakeholders, as well as UNCTAD's member States with whom the final evaluation report will be shared.

#### 2. Project Background

Through National Green Export Reviews (NGERs) UNCTAD responds to growing demand in developing countries and countries with transition economies for assessments of national potential to advance the development of green sectors in order to generate new employment and export opportunities while promoting sustainable development. Within these technical assistance projects, UNCTAD works in a close partnership with interested countries through an interactive national stakeholder process to first identify their most internationally competitive green sectors, and then to design and implement policies and to establish regulatory and institutional frameworks, as well as cooperative G2B and B2B actions, to strengthen the capacity, efficiency and further enhance the competitiveness of these sectors.

Since 2014, NGERs have been conducted or are still ongoing in ten countries: Angola, Ecuador, Ethiopia, Lebanon, Madagascar, Morocco, Republic of Moldova, Oman, Senegal and Vanuatu. In Senegal, the project is co-financed by the Islamic Development Bank and in Angola, the NGER is part of a broader EU funded technical assistance program. Sectors covered by the project include ecotourism, fish products, coffee, cocoa, olives (e.g. olive oil, canned olive), dates, nuts, leather, natural soap, aromatic plants, cashew, grains and honey. The project also looks into cross sectoral linkages (ex. Linkages between dates, fish and tourism in Oman).

NGERs are based on UNCTAD's Green Product Space Methodology which allows the identification of promising green sectors using the Revealed Comparative Advantage of all the exports the from the beneficiary country. The project also builds on several rounds of stakeholder consultations to validate the selection of priority sectors and design and adopt measures to support their growth. National experts play a key role in sectoral analysis and in the conduct of national consultations. Major project stakeholders typically include officials from Ministries of Trade and Environment, research institutions, businesses (producers, processors, exporters, but also input providers), community organisations and export promotion agencies.

Further information is available online at <http://unctad.org/nger>.

### **3. Scope of the Evaluation**

The evaluation will cover the duration of the project from 01 January 2014 to 31 October 2018.

The evaluation is expected to deal with the following questions under the below criteria:

#### ***a) Relevance***

- Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of participating countries, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?
- Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?
- What is UNCTAD's comparative advantage in this area and to what extent did this project maximize it?

#### ***b) Effectiveness***

- Have the activities achieved, or are likely to achieve, planned objectives and outcomes as enunciated in the project document?
- To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?
- Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out and/or facilitate green product production and export has been improved?
- How have the different activities complemented each other in the capacity building of the project beneficiaries?
- What are the lessons learned or best practices for similar future interventions?

#### ***c) Efficiency***

- Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in a timely and cost-effective manner?

- Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?
- Has the project timeline been affected by possible constraints/problems? If so, how have these affected project objectives and have they been addressed in an appropriate manner?

**d) *Sustainability***

- Is there evidence that national counterparts and regional partners are committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced?
- Have the activities and outputs have been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership?
- Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?

**e) *Gender and human rights***

- To what extent the design and implementation of the project incorporated gender mainstreaming considerations, and can evidence be identified in this regard?
- How have the beneficiaries been sensitized on the gender dimension of green product production and export and their impact on gender equality?
- To what extent does the project advance UNCTAD's efforts to promote equitable trade and sustainable development?

**f) *Partnerships and synergies (optional)***

- How has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector?

#### **4. Deliverables and Expected Outputs**

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 the 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 UNCTAD's work in this area can be strengthened in order to deliver better results in addressing beneficiaries' needs and create synergies through collaboration with other UNCTAD divisions, international organizations and development partners, and other international forums;
- Draw lessons of wider application for the replication of the experience gained in this project in other projects/countries;

Three deliverables are expected out of this evaluation (following EMU templates):

- 1) An inception report<sup>21</sup>;

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<sup>21</sup> Quality of the inception report should meet those set out in UNEG Quality Checklist for Evaluation Terms of

- 2) A draft evaluation report; and
- 3) The final evaluation report<sup>22</sup>

The inception report should summarize the desk review and specify the evaluation methodology, determining thereby the exact focus and scope of the exercise, including the evaluation questions, the sampling strategy and the data collection instruments.

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

- 1) Executive summary;
- 2) Introduction of the evaluation, a brief description of the projects, the scope of the evaluation and a clear description of the methodology used;
- 3) Findings and assessments according to the criteria listed in Section 3 of this ToR, with a comparison table of planned and implemented project activities and outputs; and
- 4) Conclusions and recommendations drawn from the assessments.

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

## **5. Methodology**

The evaluation will be undertaken through a triangulation exercise of all available data to draw conclusions and findings. The evaluation methodology includes, but is not limited to, the following:

- Desk review of project documents and relevant materials;
- Face-to-face interview and/ or telephone interviews with relevant UNCTAD staff;
- Online surveys of beneficiaries of the project, and other stakeholders, as may be required\*; conduct follow-up interviews as may be necessary; and
- Telephone/skype interviews with a balanced sample of project participants, project partners and other relevant stakeholders.

As part of the desk review, which will lead to an Inception Report, the evaluator will use the project document as well as additional documents such as mission reports; progress reports, financial reports, publications, studies - both produced under the project as well as received from national and regional counterparts. An exhaustive list of donors, project beneficiaries as well as other partners and counterparts involved in the project will be provided to the evaluator.

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

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

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Reference and Inception Reports: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=608](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608)

<sup>22</sup> Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

## 6. Description of Duties

The evaluator reports to the Chief of EMU. S/he will undertake the evaluation exercise under the guidance of the EMU and in coordination with the project manager. The evaluator is responsible for the evaluation design, data collection, analysis and reporting as provided in this TOR. The evaluator will submit a copy-edited final report to UNCTAD.

The evaluator shall act independently, in line with United Nations Evaluation Group (UNEG) Ethical Guidelines and in her/his capacities and not as a representative of any government or organisation that may present a conflict of interest. S/he will have no previous experience of working with the project or of working in any capacity linked with it.

The evaluator should observe the UNEG guidelines, standards<sup>23</sup>, and norms<sup>24</sup> for evaluations in the UN system, as well as UNCTAD's Evaluation Policy<sup>25</sup>, in the conduct of this assignment. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.<sup>26</sup> The evaluator needs to ensure a complete, fair, engaging, unreserved, and unbiased assessment. In case of difficulties, uncertainties or concern in the conduct of the evaluation, the evaluator needs to report immediately to the Chief of EMU to seek guidance or clarification.

The project team will support the evaluation, by providing desk review documents (following EMU desk review documents guidelines), contact details of project stakeholders as well as any additional documents that the evaluator requests. It is the responsibility of the project manager to ensure senior management engagement throughout the evaluation and timely feedback in the quality assurance and factual clarification process coordinated by the EMU. The project team will review and provide comments on the inception, draft and final reports with a view on quality assurance and factual accuracies.

The EMU acts as clearing entity during the main steps of this evaluation. It endorses the TOR and approves the selection of the proposed evaluator. EMU reviews the evaluation methodology, clears the draft report, performs quality assurance of the final report and participates in disseminating the final report to stakeholders within and outside of UNCTAD. EMU engages the project manager throughout the evaluation process in supporting the evaluation and validating the reports.

## 7. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place from 01 November 2018 to 31 January 2019.

Activity	Days
Desk research and study of relevant documentation	3 days

<sup>23</sup> "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22);

<sup>24</sup> "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21);

<sup>25</sup> "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011. December 2011, [http://unctad.org/Sections/edm\\_dir/docs/osg\\_EvaluationPolicy2011\\_en.pdf](http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf).

<sup>26</sup> "Integrating human rights and gender equality in evaluations" by UNEG, UNEG Guidance Document (2014): <http://www.unevaluation.org/document/detail/1616>. The UNEG Handbook on "Integrating human rights and gender equality in evaluations: Towards UNEG Guidance" by UNEG, UNEG Guidance Document (2011): <http://www.uneval.org/document/detail/980>.

Preparation of data collection tools and inception report	4 days
Interviews with UNCTAD staff and implementation partners	2 days
Other interviews with project participants, focal points and other stakeholders*	4 days
Data analysis and draft report write up	6 days
Final report write up	3 days

Note:

\*: The evaluator may be required to attend the Green Export Forum project activity in Geneva on 08 October 2018.

The first draft report should be presented to the EMU and relevant stakeholders for quality assurance and factual corrections at least 3 weeks before the deadline for the submission of the final report.

## 8. Monitoring and Progress Control

The evaluator must keep the EMU informed of the progress made in the evaluation on a regular basis.

The evaluator will submit the inception report on 14 November, 2018.

The evaluator will also present the draft report to the EMU 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 (approximately 2 weeks). To this end, a draft of the report must be presented by 20 December, 2018 for quality assurance by the EMU and factual clarification by the project manager, before submission of the final report.

The deadline for submission of the final report will be 21 January, 2019.

The contract concludes, and payment issued, upon satisfactory receipt of the final report.

## 9. Qualifications and Experience<sup>27</sup>

- **Education:** Advanced university degree in economics, trade, development, environment or related field.
- **Experience:** At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of trade and environment. Demonstrated knowledge of trade is required and knowledge of export promotion, green production and/or green markets is an advantage. Experience in gender and human rights mainstreaming is desirable.
- **Language:** Fluency in oral and written English. Ability to communicate in official languages of beneficiary countries and regions of the project under evaluation is an advantage, in particular Arabic, French and/or Spanish

## 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

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<sup>27</sup> The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs.

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.

## **ANNEX II. EVALUATION TOOLS**

Evaluation matrix

<p><b>RELEVANCE</b>  <i>The extent to which the project and its activities were suited to the priorities, policies and needs of the region and countries at the time of formulation and to what extent they were linked or related to UNCTAD's mandate and programme of work.</i></p>		
<p>(EQ1) Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of the target countries, taking into account UNCTAD's mandates, and alignment with the objectives of UNDA?</p>		
Indicators	Collection Methods	Sources
Evidence of coherence against main UNCTAD mandate and policies	<p>Document review Interviews Surveys</p>	<p>Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers Beneficiaries</p>
Degree of alignment with UNDA overall mandate and objectives		
Contribution and consistency with UNCTAD Programme of Work		
Evidence of alignment of objectives and EAs with the region and countries needs/priorities		
Level of participation and satisfaction of relevant stakeholders with the design and content of the project		
Degree of relevance of the project objectives throughout implementation		
<p>(EQ2) Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes? What is UNCTAD's comparative advantage in this area and to what extent did this project maximize it?</p>		
Indicators	Collection Methods	Sources
Quality of the problem and objective analysis	<p>Document review Interviews Surveys</p>	<p>Project Document Project Progress Reports Meeting Reports UNCTAD Programmes of Work UNCTAD Project Managers UN / International Partners Beneficiaries</p>
Level of alignment of the problem analysis with major problem conditions (including the cause and effect links between the problem conditions)		
Logic and plausibility of the means-end or cause effect relationship		
Degree of consistence among activities/outputs and goals/outcomes		

Evidence of UNCTAD's comparative advantage		
<b>EFFICIENCY</b> <i>Measurement of the outputs (qualitative and quantitative) in relation to the inputs, including complementarity (the extent to which the activities and the outcomes of the project have been able to establish and/or exploit synergies with other actions implemented by UNCTAD, other UN bodies or local organizations) and value added (the extent to which the project's activities and outcomes have confirmed the advantages of UNCTAD's involvement).</i>		
<b>(EQ3) Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in a timely and cost-effective manner?</b>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Extent to which the governance and management structures of the project facilitated the implementation	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers
Number and type of processes and/or procedures that were enacted to improve the implementation		
Evidence of clarity in definition of roles and responsibilities with regard to UNCTAD's procedures and reporting requirements		
Extent to which the management of the project was based on results, including the existence of a RBM policy		
<b>(EQ4) To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs? Were the services and support provided in a timely and reliable manner according to the priorities established in the project document?</b>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Planned vs. actual allocation of expenses	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers Beneficiaries
Implementation delays due to lack of resource allocation timeliness		
Other possible constraints/problems		
Responses and actions taken to expedite processes		
Planned versus actual work plan		
Nature of delays that affected the implementation		
Level of satisfaction of the project's main clients with the services provided by the project (i.e. activities organized and quality of the outputs)		

Degree to which the project beneficiaries feel that project activities were delivered in a timely manner		
<b>(EQ5) Were there any complementarities and synergies with the other work being developed? How have the different activities complemented each other in the capacity building of the project beneficiaries?</b>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Evidence of the project contribution to leveraging UNCTAD internal resources (e.g. in-house expertise, previous research and technical cooperation outcomes, existing , etc.)	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers UN / International Partners Beneficiaries
Evidence of joint programming with other development partners or mechanisms		
Evidence of joint implementation of activities with other development partners or mechanisms		
Evidence of links with similar initiatives implemented by other UN entities (e.g. Economic Regional Commissions)		
Evidence of the project successfully tapping regionally-generated knowledge (e.g. to identify good practices, to generate policies, etc.)		
Evidence of the project contribution to the UNDAF action plans or the CCAs		
Evidence of active involvement of civil society (including private sector)		
Evidence of close collaboration with national and regional counterparts		

**EFFECTIVENESS**

*The extent to which the project attained its objectives and expected accomplishments, including mainstreaming gender and promoting equality.*

**(EQ6) Have the activities achieved, or are likely to achieve, planned objectives and outcomes as enunciated in the project document? Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out and/or facilitate green product production and export has been improved?**

Indicators	Collection Methods	Sources
Evidence of the use of the knowledge generated by the project (in the events and publications) in the beneficiaries work	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers Beneficiaries
Extent to which the project has influenced policy making		
Increased regional cooperation (e.g. reflecting greater consensus)		
Evidence of strategies, plans or policy initiatives that have considered the project results (e.g. methodology)		
Extent to which the beneficiaries' knowledge has improved (e.g. participants in workshops and seminars)		
Differences in behaviour, attitude, skills and/or performance		

**(EQ7) To what extent has the project contributed to gender equality? To what extent have the beneficiaries been sensitized on the gender dimension of green product production and export and their impact on gender equality? To what extent does the project advance UNCTAD's efforts to promote equitable trade and sustainable development?**

Indicators	Collection Methods	Sources
Evidence of the consideration of gender issues during the design, e.g. existence of a gender analysis that identified the gender dimension of green product production and export	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers Beneficiaries
Evidence of equal participation of men and women during the implementation, e.g. participation in the workshops		
Evidence of the consideration of gender issues during the implementation, e.g. gender dimension of green product production and export fully considered		
Extent to which the beneficiaries have been sensitized on the gender dimension of green		

product production and export and/or gender equality in general		
Evidence of the project contribution to advance UNCTAD's efforts to promote equitable trade and sustainable development		
<p><b>SUSTAINABILITY</b>  <i>The extent to which the benefits of the project are likely to continue after funding has been withdrawn, including long-term impact, dissemination and replication.</i></p>		
<p><b>(EQ8) How was sustainability embedded into the project logic? Have the activities and outputs been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership?</b></p>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Evidence of an exit strategy	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers UN / International Partners Beneficiaries
Level of satisfaction of beneficiaries with their involvement during implementation		
Extent to which project design factored in strengthening local ownership and commitment among key stakeholders		
Quality of partnerships with new donors or partners to improve after-project financial capacity		
Evidence of a scaling or replication plan		
Budget for scaling out to other locations		
<p><b>(EQ9) Is there evidence that national counterparts and/or regional partners are committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced? To what extent has beneficiary countries implemented measures to enhance the sustainability of the results of the project?</b></p>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Extent to which the project utilized the technical, human and other resources available in the beneficiary countries	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers Beneficiaries
Evidence of the project's main results and recommendations being used by beneficiary institutions after project end		
Evidence of multiplier effects generated by the project		

Mechanisms set up to ensure the follow-up of the networks created by the project		
Evidence of the beneficiaries' institutional capacities been enhanced		
Perception of an enabling environment to carry on after the project ends		
Evidence of the commitment of national and regional partners to continue working towards the project objectives		
<b>(EQ10) Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD? To what extent has UNCTAD implemented measures to sustain the knowledge and capacity gained in the project for future similar interventions?</b>		
<b>Indicators</b>	<b>Collection Methods</b>	<b>Sources</b>
Evidence of the project contribution to shaping / enhancing UNCTAD's programme of work / priorities and activities	Document review Interviews Surveys	Project Document Project Progress Reports Meeting Reports UNCTAD Project Managers
Evidence of UNCTAD's use of the findings of the project		

## Survey evaluation Development Account Project 1415 L

**11**  
minutes  
Estimated Length



You are invited to respond to this survey as you participated in one or several of the following events organised in the framework of UNCTAD's National Green Export Reviews (NGERs):

	Date	Title	Location	Country
1	08 Oct 2018	Green Export Forum: Promoting sustainable production and export in developing countries and economies in transition	Geneva	Switzerland
2	13 Sep 2018	National Action Plan Implementation Workshop on Ecotourism in Lebanon	Beirut	Lebanon
3	12 Sep 2018	National Stakeholder Workshop on Natural Soaps in Lebanon	Beirut	Lebanon
4	13 Jul 2018	Better Trade 4 the SDGs	New York	United States of America
5	11-22 Jun 2018	1st Training of the National Green Export Review of Angola under the EU-UNCTAD joint Programme of Support for Angola: Train for Trade II	Luanda	Angola
6	17 Apr 2018	Second National Stakeholder Workshop, Moldova National Green Export Review	Chisinau	Republic of Moldova
7	19-21 Mar 2018	UNCTAD-SQU Workshop for Date Palm Farmers, Processors and Exporters	Muscat	Oman
8	06-07 Mar 2018	National Stakeholder Workshop on Ecotourism in Lebanon	Beirut	Lebanon
9	22-23 Feb 2018	Les acteurs des filières niébé (lojy), haricot blanc et café dressent la feuille de route pour la mise en œuvre de ses conclusions de l'ENEV de Madagascar	Antananarivo	Madagascar
10	28 Oct 2017	1er Salon de l'économie vert de Dakar	Dakar	Senegal
11	24-25 Oct 2017	Examen national de l'export vert (ENEV) du Sénégal: Atelier de lancement	Dakar	Senegal
12	07 Sep 2017	First National Stakeholder Workshop. Republic of Moldova – National Green Export Review	Chisinau	Republic of Moldova
13	17-20 Jul 2017	Second Atelier National: Examen National de l'Export Vert de Madagascar	Antsirabe et Antananarivo	Madagascar
14	09-10 May 2017	2nd National Stakeholder Workshop Oman: Linking green products to tourism in Oman	Mussanah	Oman
15	18 Apr 2017	National stakeholders in Ethiopia propose actions to improve environmental performance and strengthen export capacity of national sesame and leather producers	Addis Ababa	Ethiopia
16	07-08 Mar 2017	Atelier d'appui à la mise en œuvre des recommandations de l'Examen National de l'Export Vert (ENEV) du Maroc	Rabat	Morocco

17	15 Feb 2017	National Stakeholder Workshop from the coconut, cocoa and sandalwood sectors	Port Vila	Vanuatu
18	06-07 Dec 2016	First National Stakeholder Workshop: National Green Export Review for Lebanon	Beirut	Lebanon
19	14 Nov 2016	COP 22 Side Event on National Green Economy Reviews, in cooperation with Islamic Development Bank	Marrakesh	Morocco
20	03-04 Nov 2016	Premier Atelier de l'Examen national de l'export vert de Madagascar	Antananarivo	Madagascar
21	02-05 May 2016	Second Atelier National de l'Examen de l'Export Vert du Maroc	Fès et Rabat	Morocco
22	23-24 Feb 2016	First National Stakeholder Workshop. Oman National Green Export Review	Muscat	Oman
23	05 Feb 2016	Políticas Industriales Sostenibles: Espacios de Políticas bajo Acuerdos Multilaterales de Comercio	Quito	Ecuador
24	04 Feb 2016	Revisión de la Política de Exportación y Plan de Acción de Productos Verdes del Ecuador: Status de la implementación	Quito	Ecuador
25	22-23 Dec 2015	First National Stakeholder Workshop. Ethiopia National Green Export Review	Addis Ababa	Ethiopia
26	20-21 Oct 2015	Premier Atelier national de l'Examen national de l'export vert du Royaume du Maroc	Rabat	Morocco
27	06-07 Aug 2015	Second National Stakeholder Workshop, Vanuatu National Green Export Review	Port Vila	Vanuatu
28	25 Feb 2015	Third National Workshop on Ecuador's Green Export Review: The Case of Cocoa and Chocolate	Quito	Ecuador
29	23 Feb 2015	Second National Workshop on Ecuador's Green Export Review: The Case of Sustainable Fisheries	Manta	Ecuador
30	26-27 Aug 2014	First National Stakeholder Workshop. Vanuatu National Green Export Review	Port Vila	Vanuatu
31	10-11 Jun 2014	First National Workshop on Ecuador's National Green Export Policy Review	Quito	Ecuador

This survey is part of an independent evaluation to measure the relevance, efficiency, effectiveness and sustainability of UNCTAD activities.

Your opinion is valuable for us! Help us improve UNCTAD's future work by responding to the attached survey by December 15, 2018. It should approximately take you 10-15 minutes to complete it. All respondents will be anonymous. If you have any questions about this survey, please contact [raul.guerrero.garcia@gmail.com](mailto:raul.guerrero.garcia@gmail.com)

## SECTION A: Personal information

### 1. Where do you work?

- Ministry
- Other government institution
- Private sector
- UN system
- Intergovernmental, regional and bilateral development cooperation organization
- Non-governmental organization
- Academia
- Other-Write In (Required)

### 2. How would you describe your main work? (select all that apply)

- Policy-maker (ministries of trade, finance, industry, transport, environment, agriculture, natural resources, foreign affairs)
- Planner and/or programme coordinator (ministries of trade, finance, industry, transport, environment, agriculture, natural resources, foreign affairs)
- Negotiator for multilateral trade and environment agreements
- Private sector decision-maker and/or practitioner
- Expert in trade, environment and/or development (non-governmental organization, academia)
- Local or community representative from civil society
- Other-Write In (Required)

### 3. In which country do you work?

- Angola
- Armenia
- Ecuador
- Ethiopia
- Lebanon
- Madagascar
- Moldova
- Morocco
- Oman
- Senegal
- Vanuatu
- Other-Write In (Required)

### 4. What is your sex?

- Male
- Female
- I prefer not to say

## SECTION B: Workshops

### 5. In what workshop(s) did you participate? (select all that apply)

- 08 Oct 2018 “Green Export Forum: Promoting sustainable production and export in developing countries and economies in transition”, Geneva, Switzerland
- 13 Sep 2018 “National Action Plan Implementation Workshop on Ecotourism in Lebanon”, Beirut, Lebanon
- 12 Sep 2018 “National Stakeholder Workshop on Natural Soaps in Lebanon”, Beirut, Lebanon
- 13 Jul 2018 “Better Trade 4 the SDGs”, New York, United States of America
- 11-22 Jun 2018 “1st Training of the National Green Export Review of Angola under the EU-UNCTAD joint Programme of Support for Angola: Train for Trade II”, Luanda, Angola
- 17 Apr 2018 “Second National Stakeholder Workshop, Moldova National Green Export Review”, Chisinau, Republic of Moldova
- 19-21 Mar 2018 “UNCTAD-SQU Workshop for Date Palm Farmers, Processors and Exporters”, Muscat, Oman
- 06-07 Mar 2018 “National Stakeholder Workshop on Ecotourism in Lebanon”, Beirut, Lebanon
- 22-23 Feb 2018 « Les acteurs des filières niébé (lojy), haricot blanc et café dressent la feuille de route pour la mise en œuvre de ses conclusions de l'ENEV de Madagascar », Antananarivo, Madagascar
- 28 Oct 2017 « 1er Salon de l'économie vert de Dakar », Dakar, Senegal
- 24-25 Oct 2017 « Examen national de l'export vert (ENEV) du Sénégal: Atelier de lancement », Dakar, Senegal
- 07 Sep 2017 “First National Stakeholder Workshop. Republic of Moldova – National Green Export Review”, Chisinau, Republic of Moldova
- 17-20 Jul 2017 « Second Atelier National: Examen National de l'Export Vert de Madagascar », Antsirabe et Antananarivo, Madagascar
- 09-10 May 2017 “2nd National Stakeholder Workshop Oman: Linking green products to tourism in Oman”, Mussanah, Oman
- 18 Apr 2017 “National stakeholders in Ethiopia propose actions to improve environmental performance and strengthen export capacity of national sesame and leather producers”, Addis Ababa, Ethiopia
- 07-08 Mar 2017 « Atelier d'appui à la mise en œuvre des recommandations de l'Examen National de l'Export Vert (ENEV) du Maroc », Rabat, Morocco
- 15 Feb 2017 “National Stakeholder Workshop from the coconut, cocoa and sandalwood sectors”, Port Vila, Vanuatu
- 06-07 Dec 2016 “First National Stakeholder Workshop: National Green Export Review for Lebanon”, Beirut, Lebanon
- 14 Nov 2016 “COP 22 Side Event on National Green Economy Reviews, in cooperation with Islamic Development Bank”, Marrakesh, Morocco
- 03-04 Nov 2016 « Premier Atelier de l'Examen national de l'export vert de Madagascar », Antananarivo, Madagascar
- 02-05 May 2016 « Second Atelier National de l'Examen de l'Export Vert du Maroc », Fès et Rabat, Morocco
- 23-24 Feb 2016 “First National Stakeholder Workshop. Oman National Green Export Review”, Muscat, Oman
- 05 Feb 2016 “Políticas Industriales Sostenibles: Espacios de Políticas bajo Acuerdos Multilaterales de Comercio”, Quito, Ecuador
- 04 Feb 2016 “Revisión de la Política de Exportación y Plan de Acción de Productos Verdes del Ecuador: Status de la implementación”, Quito, Ecuador
- 22-23 Dec 2015 “First National Stakeholder Workshop. Ethiopia National Green Export Review”, Addis Ababa, Ethiopia
- 20-21 Oct 2015 « Premier Atelier national de l'Examen national de l'export vert du Royaume du Maroc », Rabat, Morocco
- 06-07 Aug 2015 “Second National Stakeholder Workshop, Vanuatu National Green Export Review”, Port Vila, Vanuatu

- 25 Feb 2015 “Third National Workshop on Ecuador's Green Export Review: The Case of Cocoa and Chocolate”, Quito, Ecuador
- 23 Feb 2015 “Second National Workshop on Ecuador's Green Export Review: The Case of Sustainable Fisheries”, Manta, Ecuador
- 26-27 Aug 2014 “First National Stakeholder Workshop. Vanuatu National Green Export Review”, Port Vila, Vanuatu
- 10-11 Jun 2014 “First National Workshop on Ecuador's National Green Export Policy Review”, Quito, Ecuador

**6. How would you rate the quality of the workshop(s)?**

- Very high                      High                      Low                      Very Low                      I do not have sufficient information
- 

**7. Please specify why.**

**8. To what extent do you consider that the workshop(s) was/were relevant to the context within your country?**

- Very relevant                      Relevant                      Slightly relevant                      Not relevant                      I do not have sufficient information
- 

**9. Please specify why.**

**10. How satisfied are you with the the logistical support provided by UNCTAD?**

- Very satisfied                      Satisfied                      Slightly satisfied                      Not satisfied                      I do not have sufficient information
- 

**11. In your opinion, was/were the workshop(s) implemented in an effective and efficient manner?**

- Yes
- No
- I do not have sufficient information

**12. In your opinion, will you or your institution continue attending similar events in the future?**

- Yes
- No
- I do not have sufficient information

**13. Please indicate to what extent you agree or disagree with the following statement: the workshop(s) contributed to improve my capacity to identify and select sectors for national production and export of green/sustainable products.**

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Strongly agree        | Agree                 | Disagree              | Strongly disagree     | I do not have sufficient information |
| <input type="radio"/>                |

**14. Please indicate to what extent you agree or disagree with the following statement: the workshop(s) contributed to improve my capacity to assess the policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors.**

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Strongly agree        | Agree                 | Disagree              | Strongly disagree     | I do not have sufficient information |
| <input type="radio"/>                |

**15. Please indicate to what extent you agree or disagree with the following statement: the workshop(s) contributed to improve my capacity to prepare and/or adopt recommendations and action plans for building productive and export capacity in selected sustainable product sectors.**

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Strongly agree        | Agree                 | Disagree              | Strongly disagree     | I do not have sufficient information |
| <input type="radio"/>                |

**16. Please indicate to what extent you agree or disagree with the following statement: the workshop(s) contributed to improve the capacity of my institution to (effectively plan for) building productive and export capacity in selected sustainable products.**

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Strongly agree        | Agree                 | Disagree              | Strongly disagree     | I do not have sufficient information |
| <input type="radio"/>                |

**17. Please indicate to what extent you agree or disagree with the following statement: the information conveyed at the workshop(s) has the potential to contribute to or influence policy making, initiatives, actions plans, strategy plans, etc.**

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Strongly agree        | Agree                 | Disagree              | Strongly disagree     | I do not have sufficient information |
| <input type="radio"/>                |

**18. Please specify if, in your opinion, the workshop(s) has/have contributed to a significant result or change within your country and/or institution (or will do it in the future). Which**



**one(s)?**

## SECTION C: Publications and studies

### 19. Are you familiar with the publications/studies that fall within the framework of this project?

- Yes, I have contributed to their elaboration
- Yes but I was not involved in their elaboration
- Somehow
- No

### 20. Please identify which publications/studies you are familiar with.

- “Examen national de l’export vert de Madagascar : niebe (lojy), lingot blanc et cafe”, UNCTAD/DITC/TED/2018/1, 07 Aug 2018, [https://unctad.org/en/PublicationsLibrary/ditcted2018d1\\_fr.pdf](https://unctad.org/en/PublicationsLibrary/ditcted2018d1_fr.pdf)
- “National Green Export Review of Ethiopia: Leather and Sesame Seeds”, UNCTAD/DITC/TED/2018/2, 02 Mar 2018, <https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=2039>
- “Examen national de l’export vert de Madagascar : étude de base de la CNUCED”, UNCTAD/DITC/TED/2017/7, 04 Jul 2017, [https://unctad.org/en/PublicationsLibrary/ditcted2017d7\\_fr.pdf](https://unctad.org/en/PublicationsLibrary/ditcted2017d7_fr.pdf)
- “Examen national de l’export vert du Maroc : produits oléicoles, romarin et thym”, UNCTAD/DITC/TED/2017/1/Rev.1, 04 Jul 2017, [https://unctad.org/en/PublicationsLibrary/ditcted2017d1drev1\\_fr.pdf](https://unctad.org/en/PublicationsLibrary/ditcted2017d1drev1_fr.pdf)
- “National Green Export Review of Vanuatu: Copra-Coconut, Cocoa-Chocolate and Sandalwood”, UNCTAD/DITC/TED/2016/1, 13 Jul 2016, [https://unctad.org/en/PublicationsLibrary/ditcted2016d1\\_en.pdf](https://unctad.org/en/PublicationsLibrary/ditcted2016d1_en.pdf)
- “Examen national de l’export vert du Maroc étude de base de la CNUCED”, UNCTAD/WEB/DITC/TED/2016/1, 29 Mar 2016, [https://unctad.org/en/PublicationsLibrary/webditcted2016d1\\_fr.pdf](https://unctad.org/en/PublicationsLibrary/webditcted2016d1_fr.pdf)
- “Política Nacional de Exportación de Productos Verdes del Ecuador: Cacao–Chocolate y Pesca Sostenible”, UNCTAD/DITC/TED/2015/5, 02 Feb 2016, <https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=1420>
- “Baseline Study for the National Green Export Review for VANUATU [Advance, Unedited version]”, UNCTAD/WEB/DITC/TED/2014/3, 20 Aug 2014, [https://unctad.org/en/PublicationsLibrary/webditcted2014d3\\_en.pdf](https://unctad.org/en/PublicationsLibrary/webditcted2014d3_en.pdf)

### 21. How would you rate the quality of the publications/studies?

- |                       |                       |                       |                       |                                      |
|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Very high             | High                  | Low                   | Very Low              | I do not have sufficient information |
| <input type="radio"/>                |

### 22. Please specify why.

23. To what extent do you consider these publications/studies as relevant to the context within your country or institution?

Very relevant

Relevant

Slightly relevant

Not relevant

I do not have sufficient information

24. Please specify why.

25. Have you used any of these publications/studies in your daily work?

26. For what purpose have you or your institution used the publications/studies?

27. Please indicate to what extent you agree or disagree with the following statement: the publications/studies contributed to improve my capacity to identify and select sectors for national production and export of green/sustainable products.

Strongly agree

Agree

Disagree

Strongly disagree

I do not have sufficient information

28. Please indicate to what extent you agree or disagree with the following statement: the publications/studies contributed to improve my capacity to assess the policy, regulatory and institutional requirements for supporting the development of selected sustainable product sectors.

Strongly agree

Agree

Disagree

Strongly disagree

I do not have sufficient information

29. Please indicate to what extent you agree or disagree with the following statement: the publications/studies contributed to improve my capacity to prepare and/or adopt recommendations and action plans for building productive and export capacity in selected sustainable product sectors.

Strongly agree

Agree

Disagree

Strongly disagree

I do not have sufficient information

30. Please indicate to what extent you agree or disagree with the following statement: the publications/studies contributed to improve the capacity of my institution to (effectively plan for) building productive and export capacity in selected sustainable products.

Strongly agree

Agree

Disagree

Strongly disagree

I do not have sufficient information

31. Please indicate to what extent you agree or disagree with the following statement: the publications/studies have the potential to contribute to or influence policy making, initiatives, action plans, strategy plans, etc.

Strongly agree

Agree

Disagree

Strongly disagree

I do not have sufficient information

32. In your opinion, have the publications/studies contributed to a significant result or change within your country and/or institution (or will do it in the future)?

33. If you think that the publications/studies have contributed to a result or change within your country and/or institution (or will do it in the future), could you please identify how?

34. Do you have any recommendations for similar future publications/studies?

**SECTION D: General questions**

**35. Do you think that the project (UNCTAD's assistance) contributed or will contribute to an increase in national exports of the selected sustainable products?**

**36. Can you provide any evidence of this contribution?**

**37. Do you think that the project (UNCTAD's assistance) has contributed or will contribute to an increase in community employment levels in the locations where the selected sustainable products are produced?**

**38. Can you provide any evidence of this contribution?**



**39. Do you think that the project (UNCTAD's assistance) contributed or will contribute to raise awareness about productive and export opportunities of sustainable products?**

**40. If you think that the project contributed to raise awareness about productive and export opportunities of sustainable products, could you please identify how?**

**41. In your opinion, should the activities be replicated? (e.g. apply the methodology in other locations, further develop the methodology, etc.)**

**42. If you think that the activities should be replicated, could you please identify how?**



**43. Please indicate what, if any, you consider the particular added value of the project and its deliverables/outputs (workshops, methodology, case studies).**

**44. Do you have any recommendations for future projects? Please add any other additional comments you may have.**

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## Interview guidelines

	QUESTIONS
1	Do the project objectives and expected accomplishments respond to the country needs and priorities?
2	Are you familiar with the methodology implemented by the project (e.g. NGER)? Would you say that it was innovative?
3	Would you say that the methodology was appropriate to ensure a sufficient broad participation of relevant stakeholders? How?
4	Would you say that the identified products were the most relevant ones? Why?
5	Would you say that it resulted in a realistic implementation plan? To what extent are tasks, responsibilities, deadlines, resources, etc. clearly defined?
6	Are you familiar with the project publications (e.g. baseline report and NGER)?
7	Did UNCTAD send the publications to you (e.g. baseline report and NGER)? Do you think it was timely done? Are they easily accessible (online)?
8	Do you know if they have been broadly distributed among the relevant stakeholders? Would you do something differently?
9	How would you rate the quality of the publications?
10	Were the publications (e.g. baseline report and NGER) useful to improve your work?
11	How would you rate the quality of the workshops (e.g. programme, expert presentations)? Do you consider that they added value? Was the timing appropriate? Did they allow for open discussion?
12	To what extent do you think that your knowledge has increased after your participation in the workshops?

## QUESTIONS

13 Were the workshops useful to improve your work?

14 Do you consider that the level of participation of the different stakeholders in the workshops was adequate? Do you think that civil society (including private sector) was actively involved?

15 Would you say that it contributed to strengthen local ownership and commitment among key stakeholders?

16 Were there any complementarities and synergies with other work being developed? Do you think that UNCTAD collaborated with other institutions? Were any activities implemented jointly with other partners? Were the activities linked with similar initiatives implemented by other UN entities?

17 Do you consider that the project used regionally-generated knowledge (e.g. to identify good practices, to generate policies, etc.)? Do you think that the project utilized the resources available in the beneficiary countries (technical, human, etc.)?

18 Are you aware of the project's main results and recommendations being used by beneficiary institutions? Are there any concrete initiatives aiming to implement the action plan? Do you know if there are any new plan, strategy or policy initiative that benefited from the project activities and results? Are you aware of the project's main results and recommendations being used by beneficiary institutions?

19 Have any mechanisms been put in place to ensure the follow-up of possible networks created by the project?

## ANNEX III. DESK REVIEW LIST

- Project document
- Project's concept note
- Mapping Green Product Spaces of Nations (article)
- Examen national de l'export vert du Maroc : etude de base de la CNUCED
- Examen national de l'export vert de la Republique du Senegal : etude preliminaire de la CNUCED
- Examen national de l'export vert de Madagascar : etude de base de la CNUCED
- National Green Export Review for Ethiopia: baseline report of UNCTAD
- National Green Export Review for Lebanon: discussion paper
- National Green Export Review for Moldova: draft discussion paper
- National Green Export Review for Oman: baseline report of UNCTAD
- Pakistan NGER draft: baseline report
- Vanuatu NGER: baseline report
- Politica Nacional de Exportacion de Productos Verdes del Ecuador: Cacao-Chocolate y Pesca Sostenible
- National Green Export Review of Ethiopia: Lether and Sesame Seeds
- Examen national de l'esport vert de la Republique de Madagascar: niebe (lojy), lingot blanc et cafe
- National Green Export Review of the Republic of Moldova: Walnuts, honey and cereals
- Examen national de l'export vert du Maroc : produits oleicoles, romarin et thym
- National Green Export Review of Vanuatu: Copra-Coconut, Cocoa-Chocolate and Sandalwood

- Project annual progress report 2014
- Project annual progress report 2015
- Project annual progress report 2016
- Project annual progress report 2017
- Workshops' summaries, presentations, lists of participants and related documents
- Report on the grant agreement between UNCTAD and Sultan Qaboos University
- Several quotes and e-mails
- Workshop programmes and related presentations
- Project website: [unctad.org/nger](http://unctad.org/nger) (provides all NGER reports and a summary of each project event)
- Media coverage

## **ANNEX IV. LIST OF PERSONS CONTACTED**

- Mr Robert Hamwey, DITC/TEDB, UNCTAD
- Mr Malick Kane, DITC/TEDB, UNCTAD
- Mr Alexei Micu, Wheat and grain producer, Moldova
- Ms Nadia Zine, Conseillere, Ministere de l'Energie, des Mines et du Developement Durable, Morocco
- Mr Mr Eric Beantanana, Conseiller, Mission Permanente de Madagascar auprès de l'Office des Nations Unies à Genève, Madagascar
- Mr Omar Al-Jabri, Professor and National Team Leader, Sultan Qaboos University, Oman
- Ms Haimanot Tibebe, Director, Export research & promotion, Ministry of Trade, Ministry of Trade, Ethiopia
- Mr Marc Aoun, Eco-tour Operator, Vamos Todos – GM, Lebanon
- Mr Cheikh Fofana, Directeur Adjoint, Direction de l'Environnement et des Etablissements Classés, Ministère de l'Environnement et du Développement Durable, Senegal