



Independent evaluation of the

Development Account project 1415Q

**“Building capacities of developing countries to
shift towards sustainable freight transport”**

Evaluation and Monitoring Unit
April 2019

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This evaluation report was prepared by Daniel Keller, hereafter the evaluator.

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UNCTAD/OSG/INF/2019/5

ABBREVIATIONS AND ACCRONYMS

| | |
|-----------|---|
| AITA | All Island Truckers Association |
| CARICOM | The Caribbean Community |
| CARIFORUM | The Forum of the Caribbean Group of African, Caribbean and Pacific States |
| CDB | Caribbean Development Bank |
| CTCCA | Central Trade Corridor Coordination Agency |
| DESA | United Nations Department of Economic and Social Affairs |
| EMU | Evaluation and Monitoring Unit (of UNCTAD) |
| KPI | Key Performance Indicator (of the SFT Framework) |
| MDG | Millennium Development Goal |
| MYEM | Multi Year Expert Meeting |
| NGO | Non-governmental Organizations |
| NTCCA | Northern Trade Corridor Coordination Agency |
| OECS | Organisation of Eastern Caribbean States |
| PMAC | Port Management Association of the Caribbean |
| PME | Planning, Monitoring and Evaluation |
| SDG | Sustainable Development Goals |
| SFT | Sustainable freight transport |
| SP4 | Subprogramme 4 on Technology and Logistics |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDA | United Nations Development Account |
| UNDP | United Nations Development Programme |
| UNECA | Economic Commission for Africa |
| UNECLAC | Economic Commission for Latin America and the Caribbean |
| UNEG | United Nations Evaluation Group |
| UNEP | United Nations Environment Programme |

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EXECUTIVE SUMMARY

This independent final evaluation (“the Evaluation”) covers the project “Building Capacities of Developing Countries to shift towards Sustainable Freight Transport” (“the Project”). The Project was funded under the United Nations Development Agenda (UNDA) and implemented by UNCTAD between April 2014 and 30 November 2018, including an 11-months extension period without additional budget. By 30 November 2018, US\$ 604,724.87 or 99% of the budget of US\$ 611,000 had been committed or spent.

The Project worked on sustainable freight transport (SFT), which refers to reliable, efficient, cost-effective, environmentally-friendly, low-carbon, and climate resilient transport systems. SFT incorporates improvements of transport and energy efficiency, accessibility and connectivity, while at the same time minimizing the negative environmental impact of freight transportation and improving social inclusiveness. The concept of SFT reconciles growth imperatives with environmental sustainability and climate friendliness, by mainstreaming sustainability criteria into freight transport planning, policies and decisions.

Main deliverables included an SFT training toolkit, an SFT Framework, an SFT web-platform, and capacity building/policy advice workshops. The Project targeted policymakers (in transport, infrastructure and finance), transport operators (in rail, road, and ports) and key financial institutions (development banks). Geographically, UNCTAD covered primarily one region in Sub-Saharan Africa and the Caribbean.

Commissioned by UNCTAD, the Evaluation was conducted by an independent evaluator (“the Evaluator”) between November 2018 and 28 February 2019. UNCTAD’s Evaluation and Monitoring Unit (EMU) supervised the process. The evaluation methodology was defined by UNCTAD’s Evaluation Policy and the ToR dated 8 October 2018, which the Evaluator operationalized through an inception report. Accordingly, the Project was assessed against the standard evaluation criteria of relevance, effectiveness, efficiency and sustainability. Gender, Human Rights and Partnerships were assessed as cross-cutting criteria. While primarily serving accountability purposes, the Evaluation was also expected to contribute to organizational learning by drawing lessons learned for future interventions. The methodological mix included desk study, interviews and personal observation to ensure data triangulation. Data from different sources was cross-validated and the plausibility of results obtained assessed. While maintaining his independence, the Evaluator applied a participatory approach so that stakeholders contributed actively to fact finding. Information obtained was comprehensive, consistent and clear.

The Evaluation resulted in the following main conclusions:

- (1) **Relevance:** In terms of ongoing policy relevance, the Project has been well aligned to UNCTAD’s mandates during its preparation and implementation (Doha, Maafikiano).

Furthermore, project objectives contribute to other internationally agreed priorities. While the 2030 Agenda does not include a specific goal on transport, the strategic importance of the transport sector as a cross-cutting factor that can contribute to the realization of various environmental, social, health and economic Goals of the 2030 Agenda is widely recognized. SFT is a cross-cutting issue that potentially contributed to a multitude of Millennium Development Goals (MDGs) respectively now to the Sustainable Development Goals (SDGs). Besides to other economic, social and environmental SDGs, SFT contributes specifically to SDG 9, especially target 9.1 (develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure). Furthermore, the Project addressed priorities of UNCTAD's Subprogramme 4 (SP 4) on Technology and Logistics, which include the upgrading of trade logistics, cutting transport and transaction costs; improving effective transit systems, sustainable transport efficiency and connectivity. While some other development actors within and outside the UN system work on sustainable transport, UNCTAD is the only UN Organization working exclusively, comprehensively and with a global perspective on *freight* transport. Evidenced by surveys of workshop participants and interviews of key stakeholders, the Project fully responded to the needs of its direct target beneficiaries.

(2) **Effectiveness:** The Project's output objective was enhanced knowledge and cooperation among policy makers, transport operators and financiers in sub-Saharan Africa and the Caribbean to promote and finance sustainable freight transport development. UNCTAD was expected to provide the following deliverables:

- An SFT toolkit featuring training and reference material, and case studies on SFT development and finance;
- The preparation of a web-based platform on SFT and Finance (<https://unctadsftportal.org>);
- Two regional workshops providing training, information and experience sharing on how to promote and finance the development of SFT;
- Assistance in the formulation of SFT strategies and finance mechanisms to two selected requesting countries (one in Sub-Saharan Africa and one in the Caribbean), delivered through training and advisory service.

Two regional workshops (Nairobi in 2016, Barbados in 2018) provided training and policy advice. The two originally planned national workshops (policy advice for one requesting sub-Saharan African country) were replaced by one sub-regional workshop targeting the Central Trade Corridor and its member States (Tanzania, 2018) and one advisory meeting targeting the Northern Trade Corridor (Kenya, 2018) in Africa. In the case of the Caribbean, UNCTAD responded to Jamaica's request to organize a workshop on fuel efficiency and eco-driving, which was appreciated. Moreover, instead of an additional national workshop, UNCTAD in consultation with the Port Management Association of the Caribbean (PMAC) developed a proposal for the

Freight Transport Data Observatory at regional level and a Sustainable Freight Transport (SFT) Strategy for the Caribbean to complement what exists within the region such as CARICOM Transport Policy and the Caribbean Development Bank (CDB) Transport Strategy being developed. The Project also funded the participation of some beneficiaries from the Northern Trade Corridor, the Central Trade Corridor and the Caribbean to share experience during the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation, sixth session in Geneva (21 – 23 November 2018).

Generally, participants surveys and interviews confirmed that activities were delivered in good quality and responded to beneficiaries' needs. Workshop material could however have been further tailored to the specific local conditions, by primarily discussing those SFT key performance indicators (KPIs) that are relevant for the respective beneficiaries. Moreover, a simplified version of the SFT Framework to better cater to the practical needs of policy makers who are not technical specialists would increase chances of its use. Data from Google Analytics show that from August 2017 – January 2019, the SFT Portal was visited by 2,088 users. This figure needs to be appreciated under the angle that the SFT Portal, which has primarily been promoted at project events, targets a relatively narrow group of specialists advising on SFT policy issues.

Increased awareness of policy makers is mainly evidenced by a take-up by key beneficiaries of activities on this subject, including the Green Freight Programme developed by the NTCCA in East Africa. Moreover, participant surveys of workshops indicate that over 95% of the participants rated the overall content of workshop more than satisfactory, including the practical exercises that were delivered. The involvement of seminar participants in ongoing work on an SFT Strategy for the Caribbean, as well as the use of the SFT framework for the CARICOM Transport Policy and the CDB Transport Strategy indicates raised awareness of Caribbean stakeholders in SFT issues.

Beyond planned outputs, UNCTAD contributed significantly to the development of the "Green Freight Programme" that was developed in 2017 through a partnership between the NTCCA, UNCTAD, the United Nations Environment Programme (UNEP), and the Climate and Clean Air Coalition and subsequently approved by the NTCCA.

At the outcome level, the NTCCA reported initial steps towards positive freight policy changes at the level of its Member states (particularly Kenya and Rwanda).

- (3) **Efficiency:** In terms of management, UNCTAD performed well in ensuring relevance and good quality of deliverables. Project implementation however advanced slowly, which was due to both internal (human resources, the introduction of the Umoja system) and external constraints (availability of partners and change in the management of key institutions/partners). Many activities were only implemented

during 2018. Delays made a follow-up support to seminars within the Project impossible, which reduced effectiveness (upscaling of results) and efficiency.

UNCTAD's intervention strategy focused on generating SFT tools and materials and building capacities to use them, mainly through trainings, studies, and advisory activities. Take-up and use of knowhow transfer by seminar participants are subsequently expected to generate the intended direct and broader changes. This assumes that the resources needed to make use of the capacities built (e.g. policy implementation) are available. But this seems to be uncertain. Mainstreaming SFT into specific freight-transport-related projects, as partially already initiated through the cooperation with NTCCA and CCTTA, might increase chances of take-up that would generate the expected changes. Also, through working with the NTCCA and CCTTA, UNCTAD capitalized on the opportunity of addressing cross-border issues through regional bodies, which is a replicable good practice.

In terms of internal synergies, prior UNCTAD research on SFT informed project preparation. The Project provided input into the work of the Trade and Development Commission (5th and 6th sessions).

- (4) **Sustainability:** The core element of UNCTAD's sustainability strategy was to publicize its SFT tool. The SFT tool however needs regular updating to remain relevant. Moreover, it needs to be promoted to ensure broader use. Without additional extrabudgetary funding (website maintenance, activities to promote SFT tool, training etc.), the risk that awareness built is not maintained and translated into the expected policy changes is rather high. Mobilizing funding for an SFT "stand-alone" project might be more challenging than offering SFT-related services to donors working in relevant fields, such as the upgrading of freight transport infrastructure. Beneficiaries displayed some positive signs of ownership in terms of promoting policies enabling SFT, but their implementation depends on numerous external factors. An assessment of the likelihood that these materialize was not yet possible.
- (5) **Gender and human rights:** Gender equality and human rights are part of UNCTAD's SFT training toolkit and Framework, which was used as the basis of capacity building and policy advice. Mainstreaming the concept of sustainability into transport freight transport solutions can pre-empt additional costs and constraints associated with unsustainable and inefficient transport systems. The SFT Framework includes gender- and human rights-related KPIs and SFT measures. KPIs and SFT measures also include factors that related to equity (inclusive trade). The Project was prepared before UNCTAD's recent strengthening of gender mainstreaming efforts (Trade and Gender Toolbox). The project document includes gender-equality considerations and an example of one indirect gender-related objective that was defined based on an analysis on how the Project may affect female small traders in East Africa (impact on women, namely by improving cost, safety, accessibility and affordability of transport). UNCTAD

also retrieved some gender-disaggregated data of workshop attendees. These indicate a strong bias towards male participation in workshops in Africa, which might be partially due to the gender structure within the formal transport sector. Workshops in the Caribbean were attended by around 30% female and 70% male in average.

- (6) **Partnerships:** The partnerships with the NTCCA and the CTCCA were good examples of addressing sub-regional issues (cross-border transportation) through regional bodies with a corresponding mandate. In the Caribbean, UNCTAD involved the Caribbean Development Bank, the Port Management Association of the Caribbean and All Island Truckers Association of Jamaica. In East Africa, UNCTAD, the United Nations Environment Programme (UNEP) and the Climate and Clean Air Coalition (CCAC) jointly contributed to the Northern Trade Corridor's Green Freight Program. Other UN organizations (regional commissions) participated in events as well as the University of South Pacific that contributed a case study to build on exchange of experience.

The Evaluation provides the following recommendations:

To: The Division of Technology and Logistics

- (1) To further increase usefulness and ongoing relevance to beneficiaries, consolidate and enhance products developed, including fine-tuning of the SFT Framework, the SFT training toolkit and regularly updating the website. Consider publishing a simplified SFT Framework for a rapid self-assessment. This could require some additional resources.
- (2) Consider mainstreaming SFT concepts into interventions of other development actors rather than to offer stand-alone SFT support.
- (3) Consider continue using regional/sub-regional approaches for the work on SFT where it is possible to link into or strengthen existing cooperation frameworks. Where required, regional support should be combined with national support.
- (4) Reinforce efforts to strengthen cooperation with financial institutions interested in providing funding to SFT-related measures.

To: UNCTAD

- (5) Strengthen efforts to mainstream gender aspects into new projects, using UNCTAD's existing tools. Especially important is to analyze how a project may affect both genders in order to define measures to avoid a gender bias (unfair different treatment of women and men).

The Evaluation identified the following main lessons learned:

- Emerging evidence suggests that regional approaches are an effective and efficient way to address cross-border challenges of SFT where a regional institutional framework to link into exists.
- Considering UNCTAD's limited resources, providing input to interventions of other development actors might be more likely to lead to the expected socio-economic and environmental benefits than training and capacity building of a limited number of stakeholders through small stand-alone interventions.

I. INTRODUCTION

Background

1. This report presents the independent final evaluation (“the Evaluation”) of the UNDA¹-funded project “Building Capacities of Developing Countries to shift towards Sustainable Freight Transport” (“the Project”)² The Project was implemented by UNCTAD³ between 1 April 2014 and 30 November 2018⁴. UNCTAD reported that by 30 November 2018, US\$ 604,724.87 or 99% of the budget of US\$ 611,000 had been committed or spent.⁵

2. Sustainable Freight Transport (SFT) refers to reliable, efficient, cost-effective, environmentally-friendly, low-carbon, and climate resilient transport systems. It incorporates aspects of improving transport and energy efficiency, accessibility and connectivity while at the same time minimizing the negative environmental impact of freight transportation in a broader sense. SFT aims at contributing to sustainable, inclusive growth and development, competitiveness and active participation of developing countries in international trade within an increasingly interdependent global economy.

3. The concept of SFT reconciles growth imperatives with environmental sustainability and climate friendliness, by mainstreaming sustainability and social criteria into freight transport planning, policies and decisions. For this purpose, UNCTAD sought to develop the capacities of national and regional stakeholders to design and adopt transport policies and finance strategies that exploit and foster the environmental, social and economic pillars of sustainable development.

4. Direct target beneficiaries included policymakers (in transport, infrastructure and finance), transport operators (in rail, road, and ports from public and private sector), and key financial institutions. Geographically, the Project worked in Sub-Saharan Africa⁶ and the Caribbean⁷, while committing to ensure the availability of materials developed to all countries, thus ensuring long term sustainability and the widest possible coverage.

5. UNCTAD sought cooperation with relevant partners, including from the private sector, non-governmental organizations (NGOs), relevant UN sister organizations such as the United Nations Environment Programme (UNEP), the United Nations Development

¹ United Nations Development Account.

² Project Document, Development Account 9th Tranche, Project No 1415Q, submitted on 31 January 2014 and revised on 27 April 2014.

³ Transport Section of the Trade Logistics Branch under the Division of Technology and Logistics (DTL)

⁴ Originally planned duration: 2014 – 2017.

⁵ See final project report.

⁶ Focus on the Northern and Central Trade Corridors through two events in Tanzania and Kenya.

⁷ One regional seminar, one seminar (training in fuel efficient driving) with a national focus on Jamaica.

Programme (UNDP), and the regional commissions, particularly the Economic Commission for Latin America and the Caribbean (UNECLAC) and the Economic Commission for Africa (UNECA).

6. Planned support was structured into three components:
 - Component 1: The preparation of an SFT toolkit featuring training and reference material, and case studies on SFT development and finance;
 - Component 2: Training, information and experience sharing activities on how to promote and finance the development of sustainable freight transport through two regional workshops and a web-based platform on SFT and Finance;
 - Component 3: Assistance in the formulation of SFT strategies and finance mechanisms to two selected requesting countries (one in Sub-Saharan Africa and one in the Caribbean), delivered through training and advisory service.
7. As per 30 November 2018 all planned activities, except a survey among users of the toolkit and web-based platform, had been completed.

Evaluation management, scope, objectives and methodology

8. Commissioned by UNCTAD, evaluation work was undertaken by an independent evaluator⁸ ("the Evaluator") between 15 November 2018 and 15 March 2019. He worked under the guidance of UNCTAD's Evaluation and Monitoring Unit (EMU) and in coordination with the Project Manager. The Evaluator fulfills the requirements of independence and impartiality. Neither has he been or is expected to be involved into the Project, nor has he any other conflicts of interest.⁹ The Evaluation endeavored a complete, fair, engaging, unreserved, and unbiased assessment.

9. The Evaluation covers the Project's entire duration. Relevant prior events were considered as contextual information, while events after 8 February 2019 (end of data collection period) were not accounted for.

10. The evaluation purpose was two-fold: firstly, accountability to UNCTAD's management, the Capacity Development Office and Development Account of the United Nations Department of Economic and Social Affairs (DESA), project stakeholders, and UNCTAD's Member states with whom the evaluation report will be shared. Secondly, to contribute to organizational learning, allowing UNCTAD to continuously improve its assistance through a systematic use of feed-back received.

⁸ Daniel P. Keller, Evillard/Leubringen, Switzerland.

⁹ The Evaluator acted independently in line with UNEG's Ethical Guidelines and in his capacities rather than as a representative of any government or organization that may present a conflict of interest.

11. Within these two main objectives, the Evaluator was expected to:
- 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 specific pragmatic recommendations to suggest how UNCTAD's work in the field of SFT 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 replication of successful approaches in other projects/countries.
12. The core elements of the evaluation methodology, including the evaluation criteria, are defined by UNCTAD's Evaluation Policy¹⁰ and the ToR dated 8 October 2018¹¹, which were operationalized through an inception report. Accordingly, the Project was assessed against the main evaluation criteria of relevance¹², effectiveness¹³, efficiency¹⁴, and sustainability of results¹⁵.
13. The Evaluation balanced the need for organizational learning with the purpose of ensuring UNCTAD's accountability. While maintaining independence in compliance with UNCTAD's Evaluation Policy, a participatory approach seeking the views of all stakeholder groups was applied. Enrolling stakeholders into the evaluation process and seeking

¹⁰ UNCTAD's Evaluation Policy applies the general principles of the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (June 2016). UNEG's methodological framework refers to the Development Assistance Committee's (DAC) criteria and quality standards, specifically its terminology.

¹¹ The ToR included specific evaluative questions, which were translated into an evaluation matrix (Annex 4).

¹² Relevance is the extent to which project objectives are continuously consistent with evolving beneficiaries' requirements, Member Countries' needs, global priorities, relating international agreements and UNCTAD's mandates and strategies.

¹³ Effectiveness measures to which degree planned results (deliverables and their expected benefits, thus outcomes and impact) were achieved or are expected to be achieved, considering their relative importance. Possible positive or negative unintended results were explored as well.

¹⁴ Efficiency looks at how economically inputs (e.g. funds, expertise, time, other resources) are converted into results, thus at "value-for-money". Efficiency thus compares resource use with benefits generated. Synergies within UNCTAD and with other development actors and partnerships contribute to efficiency and were explored. Moreover, UNCTAD's approach towards delivering project results was examined, noting any constraints in the appropriateness of overall institutional and management arrangements. This includes, inter alia, also the application of standard tools of for Results-Based Management (RBM) for planning, monitoring and reporting.

¹⁵ Sustainability assesses the likelihood of continuation of project benefits after the completion of assistance.

alignment and validation on key findings, conclusions and recommendations is expected to facilitate organizational learning.

14. The evaluation process was also designed to facilitate “self-reflection” and contribute to continuous improvement. To ensure organizational learning, the structure of interviews was kept as open as possible. Open questions guided a discussion that entailed a free exchange of opinions. These interactive exchanges allowed for an iterative approach, whereas findings were integrated into evaluative questions and then validated.

15. To ensure an evidence-based qualitative and quantitative assessment, data obtained through a combination of the following evaluation tools was triangulated and the plausibility of the results obtained assessed:

- Document review (see list in Annex 1), including the tools and platforms developed or enhanced under the Project.
- Semi-structured individual interviews and focus group discussions (see Annex 2)
- Direct observation¹⁶

Conclusions and recommendations are deductive, thus based on evaluation findings.

16. The Evaluator worked freely and without interference. The project team supported the evaluation process, including through logistical arrangements. All stakeholders shared information freely during open and constructive discussions.

17. A de-briefing on key evaluation results prior to report drafting aimed at ensuring buy-in of management and at increasing chances that evaluation findings, conclusions and recommendations will be taken up.

18. UNCTAD will ensure a transparent dissemination of evaluation results in line with its policies and practices.

Limitations

19. The Evaluation was conducted shortly after some key outputs (four activities in 2018, parts of the webtools, presentations at the Multi-Year-Expert Meeting) were delivered. The time needed to translate these outputs into wider outcomes will require longer than the few months that were left until the end of the Project. While project outputs are evaluable, an assessment of broader outcomes or even impact would not be feasible and was also not requested. Nevertheless, an attempt was made to identify

¹⁶ Attending the presentations of project beneficiaries and discussions at the Multi-Year Expert Meeting on Transport, Trade Logistics and Trade Facilitation, sixth session.

potential pathways of UNCTAD's contributions towards future impact (see assessment of partnerships as an instrument to upscale, deepen and maintain benefits).

20. Within the limited resources available, it was not possible to include indirect beneficiaries at the national level on a wider scale into data collection. Moreover, no field visits to beneficiary countries and regions were envisaged. Only those four seminar participants who were present at the Multi-Year-Expert Meeting in Geneva were interviewed to validate the internal surveys of seminar participants of the Project. A survey among all participants of all seminars or interviews with a randomly selected larger sample of seminar participants was not possible due to the lack of complete contact information of all participants that would be needed for a proper sampling.

21. The detailed assessment of efficiency would require financial statements that allocate expenditures to both results and UN budget lines. As financial reporting according to UNCTAD's templates presents expenditures only according to UN budget lines, an assessment of resource allocation in detail was not possible.

22. Evidence on the involvement of civil society (e.g. non-for-profit associations working for the public good, except private sector associations) was not conclusive (see also detailed analysis of participants in paragraph 39 below).¹⁷

23. Despite these limitations, a well-founded assessment based on solid data was possible. Findings were comprehensive, generally consistent, and clear.

¹⁷ All evaluation questions in a ToR should be addressed in an evaluation. If a consultant determines that a/some questions are no longer applicable during the inception phase, this should be identified clearly in the Inception report. If insufficient data/evidence was collected which prevents answering a question, then it should be noted under the Limitations section which questions have not been answered and why.

II. FINDINGS AND ASSESSMENT

Relevance

24. Relevance assesses the extent to which project objectives were continuously consistent with evolving beneficiaries' requirements, Member Countries' needs, global priorities, relating international agreements and UNCTAD's mandates and strategies.

Relevance to UNCTAD's mandate and the SDGs

25. The Project was designed under the Doha Mandate. During the period covered by the Evaluation (2015-2018), UNCTAD operated first under the Doha Mandate (UNCTAD XIII) and since 2016 under the Nairobi Maafikiano (UNCTAD XIV). The Doha Mandate refers explicitly to sustainable transport and recognized its importance in a global sustainable development framework.¹⁸

26. The Nairobi Maafikiano reiterated and reinforced UNCTAD XIII, while defining a few new priorities in UNCTAD's work, including an emphasis on sustainability aspects. This includes sustainable and resilient transport systems, climate change adaptation for transport infrastructure and operations, port efficiency, management of transport operations and supportive policy, and legal, regulatory and institutional frameworks.¹⁹ This is also in line with the goals of the 2030 Agenda for Sustainable Development (2030 Agenda), including SDG 9 Target 9.1²⁰ to which UNCTAD is expected to contribute.²¹

27. While the 2030 Agenda does not include a specific goal on transport, the strategic importance of the transport (including freight) sector as a cross-cutting factor that can enable the realization of various Goals of the 2030 Agenda is widely recognized. Relevant policy frameworks include, among others, resolution 69/213 of the General Assembly on the role of transport and transit corridors in ensuring international cooperation for sustainable development; the Second United Nations Conference on the Landlocked Developing Countries; the third International Conference on Small Island Developing States; the Global Conference on Sustainable Transport held under the auspice of the UN Secretary General in 2016; and the latest three sessions of the Conference of the Parties to

¹⁸ Para 56 h of the DOHA mandate request UNCTAD to: "Assist developing countries, particularly LLDCs and transit developing countries, and some countries with economies in transition, to address challenges affecting their participation in trade from geographical constraints, with a view to improving transport systems and connections, designing and implementing resilient and sustainable transport systems, and enhancing transit infrastructure and trade facilitation solutions" (para. 56.h).

¹⁹ See paragraphs 38 (p), 55 (f), 55 (i), 55 (j), 55 (k), 55 (l), 76 (s), 76 (t) and 100 (d) of the Nairobi Maafikiano.

²⁰ "Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all"

²¹ See: <http://unctad.org/en/Pages/About%20UNCTAD/UNCTAD-and-the-Global-Goals.aspx>

the United Nations Framework Convention on Climate Change.²² Besides obvious links to the environmental objectives of the 2030 Agenda (reduce air and water pollution, energy efficiency), SFT adds value to the economy and generates social gains. SFT potentially supports trade, including of developing countries, links supply chains, enhances connectivity, allows for market access, generates employment and enables business opportunities. Some SFT measures suggested by the SFT framework also potentially contribute to social and health objectives of the SDGs²³.

28. The Project linked well into the ongoing work of the Trade and Development Board. The fifth session of the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation considered the linkages between trade logistics and the 2030 Agenda for Sustainable Development and discussed how best to leverage the sustainable freight transport dividend to enable effective implementation of the 2030 Agenda, the Sustainable Development Goals (SDGs) and the Paris Agreement under the United Nations Framework Convention on Climate Change. The sixth session (21 – 23 November 2018) investigated how freight transport can contribute to sustainable development.

29. The Project aligns to the priorities of UNCTAD’s Subprogramme 4 (SP 4) on Technology and Logistics, which include the upgrading of trade logistics, cutting transport and transaction costs; improving effective transit systems, sustainable transport efficiency and connectivity; and establish a supportive legal framework”.²⁴

30. It is worthwhile to mention that other UN (e.g. ECLAC)²⁵ and multilateral entities (e.g. the Africa-EU partnership between the African Union and the EU)²⁶ also work on sustainability of transport (including social, environmental and economic elements) in their respective target regions, but not exclusively on freight transport. As also confirmed through stakeholder interviews, UNCTAD was among the first addressing sustainable freight transport, and is the only UN-Organization working exclusively, comprehensively and globally on sustainable *freight* transport.

²² For more details, please refer to Sustainable freight transport in support of the 2030 Agenda for Sustainable Development, Note by the UNCTAD secretariat, TD/B/C.I/MEM.7/17, 12 September 2018, paragraph 4.

²³ Non-exhaustive examples: By 2020, halve the number of global deaths and injuries from road traffic accidents. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.

²⁴ Section 12 (Trade and Development), Part IV on International Cooperation for Development.

²⁵ Covers transportation more comprehensively, including urban transportation issues for example, and not using a single, systematic, three-dimensional approach.

²⁶ The Multi-Agency African Transport Policy Programme, see <https://www.africa-eu-partnership.org/en/projects/africa-transport-policy-programme-ssatp>. Strategic themes covered include: 1) promoting comprehensive pro-poor and pro-growth transport sector strategies; 2) promoting sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services; and 3) improving transit transport along selected international corridors.

31. Input to SFT policy development, as provided under the Project, allows UNCTAD to capitalize on its core competencies: its strong resource base, its convening power and its neutrality/impartiality.

Relevance for beneficiaries

32. Generally, workshop participants highlighted the relevance, quality and practical applicability of information provided. The actual activities and outputs of the project were consistent with the overall goals and intended outcomes. While the SFT Framework in its current form primarily targets policy makers of governments and intergovernmental-/international organizations, it could potentially also be useful for companies and private sector associations that are interested in elaborating internal sustainable transport policies or strategies.

33. Participants from Jamaica's transport sector and government representatives appreciated the workshop provided in cooperation with the Canadian Department of Natural Resources. Eco-driving is one of the key sustainable freight transport measures that can be easily applied by countries with little funding requirements and have a significant impact on energy efficiency, energy consumption, pollution, etc. Considering the huge sustainability-related issues of freight transport in developing countries, the need to concentrate UNCTAD's scarce resources on areas with high impact and weighting the potential impact of different measures proposed by UNCTAD, one might question whether promoting fuel efficient driving in a single country was the most urgent, significant challenge to be worked on. The workshop provided the opportunity of a practical follow-up on topics discussed at the regional workshop and allowed for demonstrating the practical application of selected elements of the SFT framework. This was also confirmed orally by the Ministry of Transport and Mining of Jamaica and a thank you letter of Jamaica's all Island Truckers Association to UNCTAD.

34. Overall, the Project was fully aligned to UNCTAD's mandates and to the priorities of various international policy frameworks including the SDGs. It also responded well to the expressed needs of beneficiaries.

Effectiveness

35. Effectiveness assesses the Project's planned against achieved results (activities, outputs and outcomes). Furthermore, the assessment of effectiveness looks at unexpected/unplanned results.

Planned versus delivered activities

36. The Project's expected deliverables (activities) were:

- A.1.1: The development of an SFT Toolkit, including training material, case studies, tools and reference material on SFT development and financing.

- A.1.2: The creation of a web-based platform on SFT and SFT finance with the collaboration of project stakeholders, and relevant institutions, development banks, as well as other existing programmes to promote cooperation, information sharing, and best practices in the field of SFT and finance.
- A.1.3: Two regional training workshops (one in sub-Saharan Africa and one in the Caribbean) aiming at capacity building based on the toolkit, providing a discussion forum and at identifying possible key policies that would enable a shift towards sustainable freight transport.
- A.2.1: Four national workshops (two per target country) for capacity building and policy advice on SFT. It was planned that the first national workshop would create a common understanding and consensus on the most suitable financing mechanism(s) to be established for the promotion of sustainable freight transport and will result in a strategy for establishing the aspired financing mechanism(s). The second national workshop would provide the required capacity building in support of national institutions efforts to implement the strategy.²⁷

Activities delivered and results achieved (by activity number)

37. A 1.1: UNCTAD's SFT Framework, a key component of the SFT Toolkit, was developed and launched in October 2017, and updated since. The SFT framework provides a modular step-by-step process that details how to plan, design, develop and implement tailored sustainable freight transport strategies. It is articulated around six Steps²⁸, one set of cross-cutting Enabling Factors, and twenty-seven detailed sub-steps. The SFT framework includes around 300 KPIs (to measure performance and progress against the objectives set in the sustainable freight transport strategy) and 250 possible policy measures (to support the design and implementation of an SFT strategy).

38. A 1.2: A web-based platform on "SFT and Finance" has been developed (<http://unctadsftportal.org/>). The platform encompasses UNCTAD's SFT training toolkit, the SFT global strategy map, UNCTAD's SFT Framework, reference to other UNCTAD products as well as news and information. Data from Google Analytics for the SFT Portal show 2088 sessions from August 2017 – January 2019. Most visitors came from Switzerland (496), the United States (407), Spain (332), Germany (263) and India (171).²⁹ In appreciating the numbers of visitors, it should be considered that the website targets a relatively small group of specialists (policy-/decision makers and their advisers) and not a wider interested public. Moreover, while the SFT framework of the Project was being finalized, dissemination efforts have so far been limited to project events.

39. A 1.3 Regional training and capacity building workshops

²⁷ For Sub-Saharan Africa replaced by two workshops to be conducted for the two corridors in East Africa (as agreed with stakeholders in 2016 and reported, see progress report for 2017, page

²⁸ Diagnosis, Visioning, Targets, Implementation, Partnership & Programme, Monitoring & Evaluation) and one set of crosscutting Enabling Factors.

²⁹ In some cases, the reported locations might be determined by the location of the computer servers.

- East Africa: A training and capacity-building workshop was conducted from 14-18 March 2016, in Nairobi, Kenya with around 60 attendees. 80% of them were male, 20% female. Most (65%) were from the public sector (public administration, port and roads authorities), 30% (17) were from the private sector (e.g. association representing freight forwarders). 26% (14) were from Kenya, 12% (7) from Tanzania, 9% (5) from DR Congo, 9% (5) from Rwanda, 7% (4) from Uganda, 7% (4) from Burundi and 2% (1) from South Sudan. 30% did not indicate a country, as they might have represented multi-lateral or international organizations.
- Caribbean: The UNCTAD regional capacity building workshop on SFT and Finance was held from 9-13 July 2018 in Barbados with around 35 participants³⁰ (62% male, 38% female). 18 participants came from the public sector, 5 from the private sector, 1 participant from a financial institution and 5 with other backgrounds (including sub-regional organizations and academia). 17% (5) of the participants were from Jamaica, 14% (4) from St Lucia, 14% (4) from St Kitts and Nevis, 10% (3) from Grenada, 10% (3) from Trinidad and Tobago, 7% (2) from Antigua, 7% (2) from Bahamas, 7% (2) from St Vincent and the Grenadines, 3% (1) from Barbados and 3% (1) from Guyana. The remaining 7% (2) did not specify their country.

40. A 2.1 National Workshops³¹:

- Instead of the planned two national workshops in Sub Saharan Africa, two sub-regional workshops for East Africa involving the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) and the Central Corridor Transit Transport Facilitation Agency (CCTTFA) were held in Dar es Salaam, Tanzania from 26 Feb – 2 March 2018. 19 male and no female participants attended. 16 attendees were from the public sector, 3 from the private sector. 37% (7) were from Tanzania, 16% (3) from Uganda, 11% (2) from Rwanda, another 11% (2) were from DR Congo and 5% (1) from Burundi. 21% (4) did not specify a country. The replacement of two national by two regional workshops was adequate as it allowed to reach both regional bodies mandated in the field of developing regional freight transport policies and the national bodies responsible to implement them.
- A national eco-driving training workshop was organized from 31 October - 2 November 2018 in Kingston, Jamaica in collaboration with the Ministry of Transport and Mining, Jamaica, The Canadian Department of Natural Resources and Jamaica's all Island Truckers Association. The event was also attended by training

³⁰ Attendees included representatives from the public and private sectors in transport, infrastructure and finance of 10 CARICOM Member States (Antigua and Barbuda, Bahamas, Barbados, Grenada, Guyana, Jamaica, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines and Trinidad and Tobago), as well as international experts and regional/sub-regional organizations (such as the Caribbean Development Bank (CDB), the Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM, and the Association of Caribbean States and UNECLAC). See annual progress report 2018, page 2.

³¹ Self-evaluations of workshops in Dar es Salaam and Kingston, conducted by the Project; validated through interviews of the Evaluator with 3 participants for each workshop, with the project team and with a selection of experts.

and education institutions such as the Caribbean Maritime University, Brown's Town Community College and National Council on Technical and Vocational Education and Training. The eco-driving workshop was meant to be a practical follow-up of the regional capacity building and training workshop in July 2018 (A. 1.3). 51 participants from Jamaica, attended the event, of which 67% were male and 33% female. Most (62%) were from the private sector which included members of the "All Island Truckers Association", distribution companies, haulage contractors, fleet managers and truck owners/operators. The remaining participants indicated that they worked in the public sector or academia.

41. The Finance Sector, which would play the pivotal role in funding the development of SFT systems, was – except the CDB in the Caribbean and a few representatives from finance ministries - underrepresented in the conferences. It would be important for UNCTAD to identify the reasons for this and to reinforce efforts to strengthen cooperation with financial institutions interested in providing funding to SFT-related measures.

42. In partnership with UNCTAD, the United Nations Environment Programme (UNEP), and the Climate and Clean Air Coalition, the NTCCA launched its "Green Freight Programme – for a Competitive and Sustainable Corridor" in 2017. The Project contributed a substantial part of the expertise³², which was confirmed both by the expert and the NTCCA representative. Work was finalized before the advisory meeting in Kenya (2018), which had aimed to support policy development and implementation. In addition to its input to the Green Freight Programme, support to the development of a sophisticated freight data tracking system was provided.³³

43. Instead of a second national workshop in the Caribbean, the Project funded the participation of one UNCTAD project expert and four experts/beneficiaries at the Multi-Year Expert Meeting on Transport, Trade Logistics and Trade Facilitation, sixth session. The speakers essentially shared the experience made by the Project and how they intend to apply them in their work. The idea of the presentations by project stakeholders to the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation (21 – 23 November 2018) was to introduce the concepts promoted by the Project beyond a narrow circle of attendees in the regional, sub-regional/national workshops.

44. The workshop allowed stakeholders to disseminate lessons learned beyond the target regions, which was a core project objective. It also allowed for exchanges between UNCTAD's intergovernmental machinery and technical cooperation activities. An immediate concrete outcome was that UNCTAD developed a project proposal based on the discussions with the stakeholders and the conclusions of the MYEM, which was not available for review by the end of the data collection phase. In addition, UNCTAD has received new requests for collaboration from meeting attendants, which indicates that the

³² As reported by UNCTAD, UNEP reportedly funded the UNCTAD consultant (US\$10,000).

³³ 35 parameters are tracked twice a year, nine key parameters are retrieved monthly and published on a Dashboard. According to NTCCA, Trade Mark East Africa supports them with further expertise and international benchmarking.

MYEM created visibility and convinced some of the participants about the usefulness of SFT. These benefits came at the cost of less support to one individual target country in the Caribbean region, but none of the interviewees contested this choice made.

Quality of the workshops³⁴

45. Participant feedback through internal surveys was similar for all workshops. Most participants (between 80 and 90%) rated content, quality of experts, structure of the workshops and the content of documents provided as either excellent or good. Only between 10 and 20% rated it as average and none of the participants as unsatisfactory. The positive feed-back reflected in internal participant surveys was confirmed by in-depth interviews conducted with representatives of key stakeholders who participated in each of the workshops. The material provided was geared towards the needs of policy makers who were in the process of formulating strategic documents including the aspects of sustainable transport.

46. A few survey participants and two interviewees indicated some room for improvement in terms of better tailoring workshop contents to the specific local socio-economic conditions (e.g. by introducing primarily those KPIs and proposed measures that are relevant to the specific country and/or region (e.g. sea transport, land transport, etc.))

47. Furthermore, the participants asked by the Evaluator whether they would be able to apply the SFT framework by themselves replied that due to the complexity of the framework and the fact that it would cover a broad array of different SFT-related topics, follow-on assistance would be needed.

Planned versus achieved outputs

48. Expected outputs were:

- Enhanced knowledge and cooperation among policy makers, transport operators and financiers in sub-Saharan Africa and the Caribbean to promote and finance SFT development (EA 1).
- Strengthened capacity of policy makers, transport operators and financiers to effectively plan/develop and adopt requisite policies/strategies to promote and finance the development of SFT systems (EA 2).

49. Increased awareness of policy makers is mainly evidenced by a take-up by key beneficiaries of activities on this subject, including the Green Freight Programme in East Africa. The approval of the Green Freight Programme in East Africa indicates some level of cooperation. The involvement of seminar participants in ongoing work on an SFT Strategy for the Caribbean, as well as the use of the SFT framework for the CARICOM Transport Policy and the CDB Transport Strategy indicates raised awareness of Caribbean

³⁴ Self-evaluations of workshops in Nairobi and Kingstown (Barbados), conducted by the Project; validated through interviews of the Evaluator with 5 participants, with the project team and with three experts who delivered the trainings.

stakeholders in SFT issues and initial attempts to improve cooperation. Moreover, participant surveys of workshops indicate that over 95% of the participants rated the overall content of workshop more than satisfactory, including the practical exercises that were delivered.

50. The All Island Truckers Association (AITA) - Jamaica indicated a commitment to integrate the aspect of fuel-efficient and eco-driving into driving school curricula.

51. There is no information about the external use of the toolkit beyond the workshop participants. In-depth desk study of the toolkit validated by discussions with the expert who led the development of the toolkit and four (potential) users concluded that the material provided is useful for specialists, especially policy makers and their advisers, who would like to familiarize themselves with issues surrounding SFT. It also helps policy makers to develop an SFT strategy that is informed by a thorough, systematic analysis.

52. Expected results at the direct outcome level were:

- Target countries/regions agree on common policy priority/areas and actions to promote and finance SFT in their respective country/region.
- Improved sharing of information/experiences/best practices among relevant public and private sector stakeholders as well as academia and research institutions.

53. Outcomes observed: The NTCCA reported initial steps towards positive freight policy changes at the level of its Member states (particularly Kenya and Rwanda). In the Caribbean, where activities took place just months prior to the Project’s closure, no specific outcomes were observed. Several beneficiaries interviewed highlighted that the Project significantly facilitated multi-stakeholder dialogue (policy makers, service providers and other development actors).

Efficiency

Financial efficiency

54. The following table provides an analysis of type of costs (budgeted versus spent) (in USD):³⁵

| Object Class | Type of cost | Budget/Allotment (as per project document) | Revisions to allotments (USD) | Total Expenditure (USD) | % of exp (rounded) |
|--------------|--------------|--|-------------------------------|-------------------------|--------------------|
|--------------|--------------|--|-------------------------------|-------------------------|--------------------|

³⁵ Source: final report (2018)

| | | | | | |
|-----|--|-------------------|------------|-------------------|--------------------------|
| 015 | Other staff costs - General temporary assistance | 35,000.00 | -22,348.72 | 12,651.28 | 2.09% |
| 105 | Consultants and experts | 195,000.00 | -12,3000 | 182,893.06 | 30.24% |
| 115 | Travel of staff | 71,000.00 | +6,000.00 | 76,431.27 | 12.64% |
| 120 | Contractual services | 30,000.00 | 34,848.72 | 64,612.84 | 10.68% |
| 125 | General operating expenses | 1,000.00 | 4,627.40 | 5,132.96 | 0.85% |
| 130 | Supplies and materials | 0 | +180.08 | 180.08 | 0.03% |
| 135 | Furniture and equipment | 0 | +1,392.52 | 1,392.52 | 0.23% |
| 145 | Workshops/Study tours (Grants and contributions) | 279,000.00 | -12,400.00 | 261,430.86 | 43.23% |
| | Total | 611,000.00 | | 604,724.87 | 100%³⁶ |

55. Main budget revision was to recruit an individual contractor instead of a junior staff member to help in delivering project activities in the Caribbean and servicing project evaluation.

56. The cost structure reflects the project content, which was mainly the development and introduction of the SFT concept. Accordingly, USD 261,430.86 or 43.24% of disbursements were spent on workshops and US\$182,893.06 or 30.24% on international expertise.

Project management

57. Project management performed well in ensuring relevance and good quality of deliverables. Project implementation however advanced slowly. This was due to internal resource bottlenecks within UNCTAD, problems during the shift to Umoja³⁷ and some external constraints, including absorption capacities and availability of some partners.

³⁶ Rounded from 99.99%

³⁷ Umoja is a new electronic resource management system used by the United Nations Secretariat entities (see <https://umoja.un.org/>). Challenges encountered by the Project mainly related to the complex procedures regarding the registration of conference participants.

Many key activities were thus only implemented a few months before the extended end of the Project in 2018.

58. Delays are not only costly as overhead costs incur regardless of benefits. Delivery of key activities in the last few months prior to the Project's closure prevent UNCTAD from providing much needed follow-up support to workshops, to fine-tune and to continue promoting the tools developed under the Project, for which no regular budget is available.

Internal synergies

59. The Project capitalized on UNCTAD's knowledge base in the area of sustainable freight transport and finance through its research and policy analysis, as well as through its intergovernmental machinery. Prior UNCTAD research work informed project identification and preparation. The Review of Maritime Transport 2012 issue included a special chapter on "Sustainable freight transport development and finance", presenting some of the recent developments and initiatives undertaken by countries, industry and the international community to promote SFT. Various financial considerations that can determine the ability to implement a shift towards sustainable freight transport systems are also included.

60. The Evaluation did not find any specific examples for cooperation with UNCTAD's other divisions. As already mentioned above, the Project's work informed at least one Session of the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation (21 – 23 November 2018).

Results-based management

61. UNCTAD applied the standard Planning, Monitoring and Evaluation (PME) tools for UNDA projects. Planned activities and their expected outputs, e.g. knowledge built, awareness raised, are defined. The Project document also includes a rough description on expected indirect benefits (the use of outputs, or outcomes) with some indication of possible broader economic, environmental and social impact. UNCTAD did monitor the progress and quality of activities, but not systematically planned against achieved outputs using the indicators defined in the project document.

62. Room for improvement exists in defining a complete and clear intervention logic, that outlines under what external conditions (specific risks and assumptions) outputs are expected to translate into outcomes and ultimately into a wider impact. Outputs, outcomes, and impact objective need to be clearly separated and spelled out. Moreover, RBM principles call for measuring objectives at all level based on specific, measurable, ambitious, relevant and time-bound indicators.

Approach

63. The Project targeted sub-Saharan Africa and the Caribbean. UNCTAD explained that the choice was made because capacities of stakeholders in the two regions were

critical as their freight transport activities are growing substantially in tandem with economic development, and transport systems are increasingly being developed. This however would be true for most of the developing world and does alone not explain the choice.

64. If the Project had aimed at environmental impact only, efficiency considerations would call for maximizing impact of funding, including in the selection of target regions of a programme with global ambitions. Reducing the environmental footprint of the rapidly growing transport sector in Sub-Saharan Africa has a global significance (big potential future impact on global greenhouse gas emissions and thus on climate change). In this vein of reasoning, addressing the contribution of greenhouse gas emissions in geographical regions other than the Caribbean is arguably more pressing.

65. The reason of selecting the Caribbean region that was initially given by UNCTAD in the project document was that projected impacts of climate change on the Caribbean region are expected to be devastating and not because a reduction of environmental impact in the Caribbean region would significantly contribute to reducing global warming. Interviews with beneficiaries and UNCTAD during the evaluation concluded that in the Caribbean region, transport-development objectives of SFT (with an expected socio-economic impact) prevailed over environmental considerations.

66. Working in two different regions provided the opportunity to learn more about how SFT (sustainable transport policies and finance practices) could be successfully applied in two different contexts, i.e. LLDCs in the case of Africa and SIDs in the case of the Caribbean.

67. In terms of approach, the Project developed the SFT framework and promoted it through conferences and resource material with the expectation of take up and use by direct beneficiaries (e.g. for policy development) to generate expected changes (implementation of policies). It was assumed that resources from other development actors were needed for the implementation of specific measures, therefore the inclusion of financing institutions into the Project. The development of the SFT framework and capacity building complemented each other.

68. Expectations that a few seminars and tools provided within a three-year project will result in broader changes seem to be rather unrealistic. This might explain some of the difficulties to attract extra-budgetary resources for similar interventions. Concepts promoted under SFT are not stand-alone topics. The aim at providing input to policy making, infrastructure planning/upgrading, logistics and service providers, etc. This leads to the question whether continuing providing support to SFT as direct stand-alone support is the most efficient way to achieve broader results or whether "SFT services" are not better promoted as an input to interventions of other development actors who are focusing on infrastructure development and other UNCTAD programmes. The Project Manager confirmed that options for such partnerships, e.g. with Trade Mark East Africa and CDB are being explored.

Implementation modalities – regional approaches

69. UNCTAD recognized the need of promoting SFT through working with regional bodies, as trade freight movement is a cross-border activity, which cannot be addressed merely at the national level. This type of regional approaches is obviously only feasible where regional cooperation frameworks (e.g. regional or sub-regional bodies) to link into already exist.³⁸ Additional support to implement the general guidelines of regional bodies at the national level might be needed.

Sustainability of results

70. Although the Project did not have an explicit exit strategy, reflections on how to ensure sustainability of results were made. The publication of an SFT tool aimed at ensuring sustainability and replicability. The further use of the SFT tools developed by the Project depends on whether UNCTAD continuously updates and promotes them. UNCTAD's regular staff resources are notoriously stretched. Without additional extrabudgetary funding (for staff who maintains the website, activities to promote SFT tool, training etc.), the risk that awareness built in the regions is not maintained and translated into the expected policy changes is high.

71. Positive signs of ownership in terms of promoting policies enabling SFT exist, but the implementation of such policies depends on numerous external factors (including the involvement of political priorities and the availability of financial resources and technical capacities). An assessment of the likelihood that these materialize was not yet possible.

72. As explained above, fund mobilization for this type of stand-alone projects will remain challenging. There has reportedly been some interest of other development actors to source and fund UNCTAD's support. But it remains to be seen whether this initial interest will translate into funding for specific projects.

73. The "Green Freight Programme" of the NTCCA has been enacted and is likely to be gradually implemented. Reportedly, NTCCA mobilized some follow-up support from Trade Mark East Africa.

Gender and Human Rights

74. UNCTAD's SFT Framework ³⁹ encompasses gender and human rights considerations, mainly under the social aspects of SFT (examples: equity, fairness, social inclusiveness, gender, community involvement etc.). Gender and human rights considerations are also reflected in the KPIs of the SFT Framework and the proposed policy measures. Trainings covered the SFT Framework, which means that through the SFT

³⁸ See also the call for strengthening the regional dimensions of the UN development system in A/71/292/Rev.1.

³⁹ The UNCTAD Sustainable Freight Transport (SFT) Framework provides a modular step-by-step process that details how to plan, design, develop and implement tailored sustainable freight transport strategies.

Framework, gender and human rights issues were promoted to some degree. The SFT also integrates some equity aspects, e.g. non-discriminatory access, affordability and safety to freight transportation infrastructure.

75. Gender mainstreaming: The Project was prepared before UNCTAD's more recent reinforcement of gender mainstreaming efforts⁴⁰. In 2017, UNCTAD published a Trade and Gender Tool Box, a systematic framework to evaluate the impact of trade reforms on women and gender inequalities. While including a brief summary of the Project's relevance to gender equality, the project document does not include specific gender-related objectives based on a detailed analysis on how a project may affect both genders and their monitoring. The Project did retrieve gender-disaggregated data of direct project beneficiaries (workshop attendees) to the degree this was possible, but this is only one of many elements of gender mainstreaming.

76. A gender-disaggregated assessment of potential positive and negative outcomes generated by SFT is important. For example, many informal small-scale traders within the NTC are women. They might benefit from improvements of transport system, but they might also lose opportunities to generate revenues through small-scale transportation services if they do not find alternative employment. In this case SFT strategies need to define mitigation measures, e.g. ensure that women have access to new revenue generating activities. The Evaluation did not collect data in the field to look at these questions.

77. The strong bias towards male participation in events in East Africa seems to be due to the particularity of the formal freight transport sector, which generally has more male than female employees. In the Caribbean, the share of women participants was higher (see above). In contrast, the project team was 100% female.

Partnerships

78. Good example included the joint contribution of UNCTAD, UNEP and the Climate and Clean Air Coalition to the NTCCA's "Green Freight Programme" and the collaboration with the Canadian Department of Natural Resources in implementing the eco-driving workshop in Jamaica. Relevant regional commissions (ECA, ECLAC) participated in events and introduced their activities.

79. UNCTAD highlighted the positive momentum generated by the workshops and the potential for UNCTAD to develop new partnerships, including with the private sector. Except for the partnership with the Canadian Department of Natural Resources Canada, where a MoU was signed to establish collaboration including sharing of information and developing capacity building projects that promote energy efficiency in the transport of goods and people in developing countries, objectives and modalities of these partnerships

⁴⁰ Including, inter alia, the appointment of subprogramme gender focal points, training, integration of gender aspects into a project clearance checklist and a gender mainstreaming strategy for research.

has yet to be agreed on. It was too early to assess the likelihood of whether these partnerships will continue beyond the Project.

III. CONCLUSIONS

Conclusion 1: SFT is of high ongoing relevance to UNCTAD's mandate (Maafikiano), global priorities and beneficiaries' needs. SFT is a cross-cutting issue that potentially contributes to a multitude of economic, social and environmental objectives of the 2030 Agenda, including SDG 9. Input to SFT policy development allowed UNCTAD to capitalize on its core competencies: its strong resource base, its convening power and its neutrality/impartiality. UNCTAD benefitted from synergies generated between its three pillars research, inter-governmental machinery and technical cooperation. Synergies beyond the Division for Technology and Logistics (DTL) were not observed. UNCTAD's prior research work informed project design. The Project also linked well into the work of the Trade and Development Board (5th and 6th session). While some other development actors within and outside the UN system cover sustainable transport to different degrees, UNCTAD is the only UN-Organization working on sustainable *freight* transport exclusively, comprehensively and globally.

Conclusion 2: Generally, activities were delivered in good quality and responded to beneficiaries' needs. Some of the workshop material could however have been better tailored to the specific local conditions. Moreover, simplifying the SFT framework to better cater to the practical needs of policy makers who are not technical specialists would increase chances that the SFT framework is used. UNCTAD performed well in ensuring relevance and good quality of deliverables. Project implementation however advanced slowly, which was due to both internal (human resources) and external constraints (availability of partners and change in the management of key institutions/partners). Most activities were only implemented during 2018. Delays made a follow-up support to seminars within the Project impossible, both of which reduced effectiveness and efficiency.

Conclusion 3: UNCTAD generated SFT tools and materials and introduced them through trainings in workshops. Take-up and use of know-how transfer by seminar participants were subsequently expected to generate the intended direct and broader changes. This assumes that the resources needed to make use of the capacities built (e.g. policy implementation) are available. This however seems to be uncertain. Mainstreaming SFT into specific freight-transport-related projects, as partially already initiated through the cooperation with NTCCA and CCTTA, might increase chances of take-up that would generate the expected changes. Moreover, take-up by other organizations is also important to increase chances of sustainability, given the limited resource to deliver field work in individual countries provided through expert missions from Geneva. Providing input to interventions of other development actors could also help UNCTAD to reinforce its core strengths: research, documentation and the use of its convening power to facilitate international consensus building on SFT. The delivery of capacity building, training and advise would benefit from an existing project structure, which would also alleviate UNCTAD's notorious resources constraints. To ensure clear competencies, responsibilities and accountabilities for UNCTAD, such input could be provided in the form of self-standing components with an own budget and their own, clearly defined outcomes.

Conclusion 4: Regularly updating and promoting the SFT toolkit will be essential to enlarge initial awareness beyond direct beneficiaries and for ensuring the sustainability of initial promising outputs. Updating, upgrading and further promoting SFT tools might require additional resources. Otherwise, the risk that awareness built is not maintained and translated into the expected policy changes is high.

Conclusion 5: The Finance Sector, which would play the pivotal role in funding the development of SFT systems, was – except the CDB in the Caribbean and few representatives from Ministries of finance- underrepresented in the conferences. It would be important for UNCTAD to identify the reasons for this and to reinforce efforts to strengthen cooperation with financial institutions interested in providing funding to SFT-related measures.

Conclusion 6: Experience in East Africa and the Caribbean shows that freight transport may involve cross-border issues, when transport corridors cover several countries. Addressing many aspects of SFT thus requires cooperation among countries. In working with the NTCCA, CCTCA as well as with CDB and PMAC, UNCTAD capitalized on the opportunity of addressing cross-border issues through regional bodies, which is a replicable good practice. This type of regional/sub-regional approaches requires the presence of an existing cooperation framework in which a project can link into. Where applicable, additional support to implement general policy guidelines of regional bodies at the national level might be needed.

Conclusion 7: Project design included some reflections on gender issues, yet no specific analysis on how a project may affect both genders was undertaken. Nonetheless, the SFT Framework includes gender- and human rights-related KPIs and SFT measures. For new projects, there is room to strengthen the application of UNCTAD's existing gender mainstreaming tools, including UNCTAD's toolkit.

IV. RECOMMENDATIONS AND LESSONS LEARNED

Recommendations

To: The Division of Technology and Logistics

Recommendation 1 (from conclusion 4)

To further increase usefulness and ongoing relevance to beneficiaries, consolidate and enhance products developed, including fine-tuning of the SFT Framework, the SFT toolkit and regularly updating the website. Consider publishing a simplified SFT framework for a rapid self-assessment. This could require some additional resources.

Recommendation 2 (from conclusion 3)

Consider mainstreaming SFT concepts into interventions of other development actors rather than to offer stand-alone SFT support.

Recommendation 3 (from conclusion 6)

Consider continue using regional/sub-regional approaches for the work on SFT where it is possible to link into or strengthen existing cooperation frameworks. Where required, regional support should be combined with national support.

Recommendation 4 (from conclusion 5)

Reinforce efforts to strengthen cooperation with financial institutions interested in providing funding to SFT-related measures.

To: UNCTAD

Recommendation 5 (from conclusion 7)

Strengthen efforts to mainstream gender aspects into new projects, using UNCTAD's existing tools. Especially important is to analyze how a project may affect both genders in order to define measures to avoid a gender bias (unfair different treatment of women and men).

Lessons learned

- Emerging evidence suggests that regional approaches (if needed combined with national support) are an effective and efficient way to address cross-border challenges of SFT where a regional institutional framework to link into exists.
- Considering UNCTAD's limited resources, providing inputs to interventions of other development actors and regional and sub-regional institutions might be more likely to lead to the expected socio-economic and environmental benefits than training and capacity building of a limited number of stakeholders through small stand-alone interventions and advisory activities.

Annex 1. List of documents reviewed

Project document

- Project document, building capacities of developing countries to shift towards sustainable freight transport, development account, 9th tranche, Project No. 1415Q.

Participant surveys on the following workshops (by the Project):

- Regional capacity building workshop on Sustainable Freight Transport (SFT) and Finance from March 14-18, 2016 in Nairobi, Kenya
- Sustainable Freight Transport (SFT) and Finance in the Central Corridor, East Africa (February 27-28, 2018 in Dar Es Salaam, Tanzania)
- National eco-driving training workshop held from October 31- November 2, 2018 in Kingston, Jamaica in collaboration with the Ministry of Transport and Mining, Jamaica, The Department of Natural Resources Canada and Jamaica's all Island Truckers Association (including request for support and thank you letter).
- Regional capacity building workshop on Sustainable Freight Transport (SFT) and Finance in the Caribbean (July 9-13, 2018 in Barbados).

Project outputs:

- Web-based platform on Sustainable Freight Transport and Finance: <http://unctadsftportal.org/>
- Web-based UNCTAD Framework for Sustainable Freight Transport: <https://sft-framework.org/>
- Sustainable Freight Transport and Finance (SFTF) toolkit, encompassing training materials, information, and a methodology to assess gaps and strengthen the capacity to design, develop, and implement SFTF strategies, retrieved from: <https://unctad.org/en/Pages/DTL/TTL/Infrastructure-and-Services/SFTF-Toolkit.aspx> on 22 November 2018
- The Northern Corridor Green Freight Programme (2017), established in partnership with UNCTAD, the United Nations Environment Programme (UNEP) and the Climate and Clean Air Coalition (outcome).
- Transitioning to Low Carbon Shipping Module – Sustainable Sea Transport Solutions for SIDS: Pacific Island Countries Case Studies (see: <https://unctadsftportal.org/sftftoolkit/transitioningtolowcarbonshippingmodule/>)

Contributions to the sixth Multi-Year Expert Meeting on Transport, Trade Logistics and Trade Facilitation (21 – 23 November 2018)

- Agenda item 3, introduction: Trade and Development Commission, Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation, sixth session, Geneva, 21–23 November 2018, Item 3 of the provisional agenda Sustainable freight transport

in support of the 2030 Agenda for Sustainable Development, note by the UNCTAD Secretariat (presented by Ms. Frida Youssef).

- Idem, session 3: Enabling sustainable freight transportation; The perspectives of transport and transit transport corridors, presentations by Mr. Sudhir GOTA, International Consultant India; Captain Dieudonné Dukundane, Executive Secretary, Central Corridor Transit Transport Facilitation Agency; Mr. Aloys Rusagara, Director of Transport Policy and Planning, Northern Corridor Transit and Transport Coordination Authority, Ms. Paula Brown, Transport Planner, Ministry of Transport and Mining, Jamaica.

Official progress reports

- Official progress report as per end of 2014 (including financial information)
- Official progress report as per end of 2015 (including financial information)
- Official progress report as per end of 2016 (including financial information)
- Official progress report as per end of 2017 (including financial information)
- Final progress report as per end of 2018 (including financial information)

Programmatic documents

- UNCTAD. 2016. Nairobi Maafikiano. From decision to action: Moving towards an inclusive and equitable global economic environment for trade and development. Available at: http://unctad.org/meetings/en/SessionalDocuments/td519add2_en.pdf
- UN. 2015. Proposed programme budget for the biennium 2016-2017, Part IV International Cooperation for Development, Section 12 Trade and Development. Available at: [http://www.un.org/ga/search/view_doc.asp?symbol=A/70/6\(Sect.12\)](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/6(Sect.12))
- UN. 2015. Transforming our world: the 2030 Agenda for Sustainable Development. Available at: http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E
- UNCTAD, Trade and Gender Toolbox, available at: <https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=1877>.

Annex 2: List of persons interviewed

UNCTAD (Division on Technology and Logistics, DTL)

- Mr. Jan Hoffmann, Chief, Trade Logistics Branch, DTL, UNCTAD, 1 hour, individual
- Ms. Frida Youssef, Chief, Transportation Section, Project Manager, Trade Logistics Branch, DTL, UNCTAD, 2 hours focal group project team.
- Ms. Hassiba Benamara, Economic Affairs Officer, Project Manager, Transport Section, Trade Logistics Branch, DTL, UNCTAD, 2 hours focal group project team.
- Ms. Rochelle Trudi-Ann Graham-Barnes, Consultant, Trade Logistics Branch, DTL, UNCTAD, 2 hours focal group project team.

External consultants/academia

- Mr. Sudhir Gota, International Consultant, India (2 hours, individual)
- Natural Resources Canada- Trainer/Consultant, Gary Murray (attendance of presentation only).
- Peter Nuttall, Senior Research Fellow at University of South Pacific:

UNCTAD (Evaluation and Monitoring Unit, Office of the Secretary General):

- Ms. Yuen Ching Ho, Head, EMU, UNCTAD
- Ms. Nishta Keebles, Officer in Charge (in November 2018), EMU, UNCTAD
- Ms. Janna Sofroni, Evaluation Officer, EMU, UNCTAD

Representatives of direct project beneficiaries

Central Trade Corridor Coordination Authority

- Captain Dieudonne Dukundane, Executive Secretary, Central Corridor Transport Transit Facilitation Agency, Dar es Salaam, Tanzania

Northern Trade Corridor Coordination Authority

- Mr. Aloys Rusagara, Director of Transport Policy and Planning, Northern Corridor Transit and Transport Coordination Agency, Mombasa, Kenya

Stakeholders from the Caribbean Region

- Mr. Darwin Telemaque, CPE, Port Manager, Antigua and Barbuda Port Authority, St. Johns, Antigua
- Ms. Paula Brown, Transport Planner, Ministry of Transport and Mining, Jamaica.

Annex 3: Terms of reference

Building capacities of developing countries to shift towards sustainable freight transport

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 titled "Building capacities of developing countries to shift towards sustainable freight transport"

The UNCTAD Evaluation and Monitoring Unit (EMU), in close collaboration with the Division on Technology and Logistics, 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

Sustainable freight transport entails, in particular, the ability to provide reliable, efficient, cost-effective, environmentally-friendly, low-carbon, and climate resilient transport systems. Sustainable freight transport has the potential to help improve transport and energy efficiency, accessibility and connectivity as well as address climate change impacts and other negative environmental concerns associated with transportation. By fostering energy efficiency and clean energy use, it also helps reduce exposure to rising and volatile energy prices that drive up fuel and transport costs. As such, it is an important consideration in the creation of sustainable development.

The necessity of enabling a shift towards sustainable freight transport is particularly relevant for developing countries where transport systems are increasingly being developed and freight transport activities are growing substantially with economic development. Reconciling growth imperatives with environmental sustainability and climate friendliness requires mainstreaming sustainability criteria into freight transport planning, policies and decisions.

However, for most developing countries, bringing about this shift is difficult, given the absence of well-articulated supporting measures and requisite resources and finance. This project sought to address these shortfalls by helping national and regional stakeholders to develop capacities to design and adopt transport policies and finance strategies that exploit and foster the environmental, social and economic pillars of sustainable development.

Drawing on the specialized knowledge of UNCTAD and its development partners in the area of freight transport development and finance, the project was implemented in two selected regions,

namely sub-Saharan Africa (East Africa two main corridors: Northern and Central corridors) and the Caribbean (CARICOM).

The project relied on three components: 1) preparing a Toolkit featuring training and reference material, and case studies on sustainable freight transport development and finance; 2) preparing and delivering a set of training and information/experience sharing activities on how to promote and finance the development of sustainable freight transport through regional workshops and a web-based platform; 3) assisting in the formulation of suitable freight transport strategies and finance mechanisms to two selected requesting countries/sub-countries (one in Sub-Saharan Africa and one in the Caribbean), delivered through training and advisory services.

3. Scope of the Evaluation

The evaluation will cover the duration of the project from 1 January 2015 to 30 November 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 policy makers (in transport, infrastructure and finance), transport operators (in rail, road, and ports from public and private sector), and key financial institutions, in sub-Saharan Africa and the Caribbean, 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 promote and finance sustainable freight transport through developing sound transport policy measures and adequate financing actions and mechanisms have 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 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?
- 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 report⁴¹;
- 2) A draft evaluation report; and
- 3) The final evaluation report⁴²

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.

⁴¹ Quality of the inception report should meet those set out in UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608

⁴² Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

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.

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, standards⁴³, and norms⁴⁴ for evaluations in the UN system, as well as UNCTAD's Evaluation Policy⁴⁵, in the conduct of this assignment. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.⁴⁶ 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 **12 November 2018 – 12 February 2019**.

| Activity | Days |
|--|--------|
| Desk research and study of relevant documentation | 3 days |
| 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 |

⁴³ "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22;

⁴⁴ "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21;

⁴⁵ "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.

⁴⁶ "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>.

Note:

* The evaluator will be required to attend UNCTAD Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation (MYEM), Sixth session in Geneva, 21–23 November 2018. During the MYEM, a special session will be devoted to the project to share outcome and experiences. Several Stakeholders that have participated in the will attend the meeting.

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 30 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 11 January 2019** 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 **12 February 2019**.

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

9. Qualifications and Experience⁴⁷

- **Education:** Advanced university degree **in economics, trade, development, international relations, public administration, or related field.**
- **Experience:** At least 5 years of experience in conducting evaluations, preferably on interventions in trade logistics and sustainable development.
- **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 French.

10. Conditions of Service

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

⁴⁷ 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.