

Management response to the Independent Evaluation of Project THAN - “*Integrating Landlocked Commodity Dependent Developing Countries into Regional and Global Value Chains*” (2030 Agenda for Sustainable Development Sub-Fund of the United Nations Peace and Development Trust Fund)

Overall response to the evaluation

The THAN project team agrees with most of the conclusions of external evaluation report. In particular, we agree fully with the point made by the external evaluator regarding the “*[the] project’s likely sustainability and impact ... primarily depends on the degree in which the country stakeholders carry on the work, taking the lead in extracting and validating actions plans and, most importantly, engaging in their implementation, mobilizing external support where needed.*” Page 37.

Response by recommendation

In this section, Project Management should address each recommendation that is addressed to UNCTAD, discussing them in the order presented in the evaluation report. This should be done in the format of the Management Response matrix below (see Box 1) and include:

- a. The recommendation number and text copied from the evaluation report;
- b. Indication of whether the recommendation is accepted fully, partially, or rejected;
- c. Description of the actions to be taken, with comments as required on the conditions to be met during implementation, or on reasons leading to a partial acceptance or rejection of a recommendation;
- d. The responsible party for implementing the action/s;
- e. The time-frame for implementation and/or an implementation schedule, if required;
- f. Indication if and what resources are required for implementing the recommendation.

Box 1. Management response matrix¹

Management Response to the Independent Evaluation of Project - “Integrating Landlocked Commodity Dependent Developing Countries into Regional and Global Value Chains”					Date
Evaluation Recommendation (a)	Management response (b) Accepted , partially accepted or rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe (e)	Resources required (Y or N) (f)
<p>Recommendation 1:</p> <p>1. UNCTAD should explore the development of, and be supported in funding for, a follow-up project that will support countries in the implementation of recommended actions. Alternatively, UNCTAD should ensure that the project is completed conclusively in each of the four beneficiary countries. This is suggested to cover in particular:</p>	Accepted	See details below	UNCTAD	See details below	See details below
(i) ensuring that the main project counterparts have access to the final versions of all project deliverables, including its terminal report;	Accepted	UNCTAD has shared all the deliverables with the focal points of each country.	UNCTAD	completed	N
(ii) sharing the final versions of all project deliverables also with the representatives of the main development partners in the countries that took part in the country level workshop, with a view to seeking their possible interest in building on the work done (if UNCTAD	Accepted	UNCTAD will share the final deliverables of the project with development partners in each country. National deliverables were already shared with them.	UNCTAD	March 2022	N

¹ Each column is cross-referenced to the bullet letters above.

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itself is not in the position to mobilize funding for follow-on support);					
(iii) encouraging countries to take the lead in planning and organizing follow-up action upon project completion, suggesting more specifically the following dimensions, country by country (see Box in report below)	Accepted	UNCTAD has communicated with each of the four beneficiary countries that it stands ready to contribute analysis and advice for the implementation of actions as recommended by the project during the one-year period specified by the project document.	UNCTAD	2022	Y
Ethiopia					
(i) presentation of the project findings (roasted coffee value chain analysis; market analysis) at the occasion of a meeting of the National Coffee Platform established by ECTA in 2020 that brings together the development partners engaged in coffee sector development (from up to down stream), where feasible, involving the two UNCTAD consultants - one national; one international - having conducted the studies;	Accepted	This would be a useful initiative, provided that funds are available.	UNCTAD	2022-2023	Y

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(ii) discussion and decision (Platform) how the research undertaken by the UNCTAD project can support the actions planned as regards local value addition and roasted coffee exports as per its 2018 coffee sector strategy, and preparation of a detailed action plan that reflects priorities and their sequencing and also defines roles, responsibilities and targets;	Partially accepted	In order to get decisions by the Ethiopian Government, we would need more political engagement, which has been lacking so far.	UNCTAD	2022-2023	Y
(iii) mobilization of external support (if required) for the implementation of the action plan, once validated, using the Coffee Platform as a vehicle for funds mobilization;	Accepted	This would require the validation of an action plan for roasted coffee in Ethiopia.	UNCTAD	2023 and beyond	Y
(iv) mobilization, when requested by the concerned roasted coffee exporters, of national export promotion services/incentives in the process of follow-up of the virtual trade fair participation organized by the project;	Partially Accepted	Based on the requests sent by roasted coffee exporters, UNCTAD could mobilize export promotion service providers to address their concerns while exporting. This would imply more time and important budget.	UNCTAD	2022-2024	Y
Lao PDR					
(i) use (if not already done) of the findings of the country study on the maize value chain in the revision of the agricultural sector development plan;	Accepted	UNCTAD has communicated on this topic with the focal point institution in Lao PDR, the Department of Trade Promotion of the Ministry of Industry and Trade. UNCTAD has also shared the project findings with the UN Resident Coordinator’s Office in Lao PDR, which coordinates UN-wide technical assistance and interacts with the authorities	UNCTAD, Department of Trade Promotion of the Ministry of Industry and Commerce of Lao PDR, UN	2022	N

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		on integration into official development policies. UNCTAD worked with the UN RC office in Lao PDR in integrating the policy recommendations of the project within the ongoing UN-Lao PDR Sustainable Cooperation Framework and with other specific efforts coordinated by the RC office, like the National Food Systems Dialogue (June 2021) and the Multi-Stakeholder Taskforce to Study the Impact of COVID-19, where project findings were included in the Background paper on Trade and Private Sector, Value Chains, and Tourism.	Resident Coordinator’s Office in Lao PDR.		
(ii) preparation, discussion and validation of a detailed action plan (maize value chain) that reflects priorities and their sequencing and also defines roles, responsibilities and targets;	Partially accepted	UNCTAD is willing to support the Laotian authorities on the preparation of an “ad hoc” action plan for the maize sector if they so desire and UNCTAD has communicated to the authorities that we stand ready to discuss further policy needs following the project. However, the initiative on this needs to come from the focal point national authorities. The authorities may request additional resources in order to do this.	Ministry of Industry and Commerce of Lao PDR	2022	Y
(iii) presentation of the action plan, once validated, to country level representatives of development partners active in support to the country’s agricultural sector/rural development, with a view to mobilizing funding for its implementation;	Partially accepted	As indicated in point ii) UNCTAD stands ready to help if the authorities take the lead on this. Resources will be required for this to be implemented	Ministry of Industry and Commerce of Lao PDR	2023	Y

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(iv) follow-up on the results of the virtual buyers-sellers event (Jan 2022), mobilizing where appropriate national trade promotion support services.	Partially accepted	UNCTAD has communicated to the authorities that we will continue to monitor the sector and stand ready to contribute analysis and advice for the implementation of actions as recommended by the project during the one-year period specified by the project document. However, the decision to mobilize additional trade promotion support services rests with the authorities of the Department of Trade Promotion of the Ministry of Industry and Commerce of Lao PDR.	Ministry of Industry and Commerce of Lao PDR	2023	N
Mongolia					
(i) completion (if not already done) of the process of discussion and validation of the red meat action plan reflecting priorities and their sequencing and also defining roles, responsibilities and targets;	Partially accepted	The meat roadmap was endorsed during the National workshop. It has been further discussed internally among Mongolian administrations. We could consider supporting the implementation of this roadmap, but this would correspond to a new project and involve more time and important funding.	UNCTAD	2022-2025	Y
(ii) presentation of the action plan, once validated, to country level representatives of development partners active in support to the country's meat sector development, with a view to mobilizing funding for its implementation;	Accepted	Once validated the action plan could be a useful document to mobilize resources.	UNCTAD	2022-2025	Y
(iii) mobilization, when requested by the concerned meat exporters, of national export promotion services/incentives in	Partially Accepted	Based on the requests sent by meat processors and exporters, UNCTAD could mobilize export promotion service providers	UNCTAD	2022-2024	Y

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the follow-up of the virtual trade fair participation organized by the project.		to address their concerns while exporting. This would imply more time and require an important budget.			
Uzbekistan					
(i) discussion based on the country study on dried fruits exports as basis for preparation and validation of detailed action plan that reflects priorities and their sequencing and also defines roles, responsibilities and targets;	Accepted	UNCTAD has communicated all project findings and discussed with the authorities the policy suggestions of the project during the national workshop and the final workshop of the project. UNCTAD also involved the UN Resident Coordinator's office in Uzbekistan and stands ready to collaborate with both on these issues, as we have indicated to the authorities.	Ministry of Foreign Investment and Trade of the Republic of Uzbekistan	2022	N
(ii) presentation of the action plan, once validated, to country level representatives of development partners active in support to the country's dried fruit sector development (including strengthening of the country's quality infrastructure) with a view to mobilizing funding for its implementation;	Partially accepted	UNCTAD has communicated to the authorities that we will continue to monitor the dried fruits sector and stands ready to contribute analysis and advice for the implementation of actions as recommended by the project during the one-year period specified by the project document. However, the decision to proceed to the adoption of the project recommendations rests with the national authorities in Uzbekistan. As indicated in UNCTAD's report and the external evaluator's report, engagement from the authorities in Tashkent was very limited during project implementation despite UNCTAD's efforts.	Ministry of Foreign Investment and Trade of the Republic of Uzbekistan	2023	Y
(iii) organization of follow-on local training on quality issues based on the	Rejected	Training on quality issues and certification was already implemented by UNCTAD in early 2021 for both private and public sectors,			

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awareness raising/training event (in Uzbek) organized by the project;		as specified by the project document. Organization and implementation of additional training activities would require a new project and new resources.			
(iv) mobilization, when requested by the concerned dry fruits exporters, of national export promotion services/incentives in the follow-up of the virtual trade fair participation organized by the project.	Partially accepted	UNCTAD has communicated to the authorities that we will continue to monitor the sector and stand ready to contribute analysis and advice for the implementation of actions as recommended by the project during the one-year period specified by the project document. However, the decision to mobilize additional trade promotion support services rests with the authorities of the Republic of Uzbekistan.	Ministry of Foreign Investment and Trade of the Republic of Uzbekistan, Uzbekistan's Export Promotion Agency	2022	Y