

**Independent evaluation of United Nations Development  
Account Project 2023G**

*“Green trade for sustainable development in  
Pacific small island developing States of the Melanesian Spearhead Group  
(MSG)”*

**Management Response<sup>1</sup>**

November 2025

UNCTAD/OSG/INF/2025/11

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<sup>1</sup> **Note:** This document considers each recommendation that is addressed to UNCTAD, discussing them in the order they are presented in the evaluation report. This is done in the format of the management response matrix and includes:

- 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 actions taken or upcoming, 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 timeframe or schedule for implementation, if required;
- f. Indication if and what resources are required for implementing the recommendation.

## Management Response Matrix

### Recommendation 1

<b>Evaluation Recommendation (a)</b>		Strengthen the partnership with the MSG Secretariat under the MOU arrangements to identify opportunities for UNCTAD to support the implementation of the Sub-regional Action Plan, with guidance from the MSG Trade and Economic Officials Meeting (TEOM).
<b>Management response (b)</b> <b>Accepted</b> , partially accepted or <b>rejected</b>		<b>Partially accepted</b>
<b>Management Plan</b>	<b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b>	We recognize the importance of continued engagement with the MSG Secretariat to advance implementation of the Sub-regional Action Plan. However, under a current follow-up project, donor conditions did not allow the MSG Secretariat to be included as a partner, limiting opportunities for direct collaboration. Nevertheless, we have liaised with the relevant internal divisions in UNCTAD regarding the technical assistance request from the MSG Secretariat. UNCTAD will continue to explore alternative channels for technical cooperation and knowledge exchange with MSG through regional or multilateral fora.
	<b>Responsible unit(s) (d)</b>	DITC
	<b>Timeframe (e)</b>	Ongoing, subject to funding opportunities
	<b>Resources required (Y or N) (f)</b>	Yes

### Recommendation 2

<b>Evaluation Recommendation (a)</b>		In the project design phase, UNCTAD should ensure that the problem analysis and results framework adequately capture the issues to be addressed through the project, with clear intervention logic. Related to this, ensure that the project intervention logic is maintained when undertaking revisions to the project in the implementation phase, and particularly the linkages between outputs higher level results (outcomes and objectives in the context of DA projects).
<b>Management response (b)</b> <b>Accepted</b> , partially		<b>Accepted</b>

accepted or <b>rejected</b>		
<b>Management Plan</b>	<b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b>	Due to the outbreak of COVID-19, unexpected revisions were required to incorporate urgent and newly emerging requests from beneficiary countries, extending beyond the original intervention logic. These revisions were cleared internally and by the Development Account (DA) team in New York. Nevertheless, we will ensure that future project designs include a clearly defined problem analysis and results framework, with explicit links between outputs, outcomes and objectives. Additional internal measures will be applied during project revisions to preserve intervention logic and consistency with DA requirements.
	<b>Responsible unit(s) (d)</b>	DITC
	<b>Timeframe (e)</b>	Current and next DA project cycle
	<b>Resources required (Y or N) (f)</b>	No

### Recommendation 3

<b>Evaluation Recommendation (a)</b>		Strengthen the use of strategic communications approaches in the project design and implementation phases to ensure that knowledge products are utilized optimally in support of project results and are accessible to the intended users. This includes making financial resources available for the translation of some knowledge products produced under the project into local languages and usable formats, in particular, the Export Guides.
<b>Management response (b)</b> <b>Accepted</b> , partially accepted or <b>rejected</b>		<b>Accepted</b>
<b>Management Plan</b>	<b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b>	We agree on the need for stronger communication strategies and will incorporate this element in future project designs, subject to available funding. Translation of knowledge products into local languages could not be undertaken under the project's existing budget, but the approach will be considered where resources permit.

	<b>Responsible unit(s) (d)</b>	DITC
	<b>Timeframe (e)</b>	In future projects
	<b>Resources required (Y or N) (f)</b>	Yes

#### Recommendation 4

<b>Evaluation Recommendation (a)</b>		Assist target countries and the MSG Secretariat in identifying opportunities to upscale and leverage project results through partnership with larger scale investments by development partners and other regional organizations in the Pacific (including, but not limited to CROP agencies). This is important for different parts of the value-chain, but particularly in working with MSMEs that require financing, awareness (on issues such as the value of VSSs), capacity and extension services to address quality and supply issues.
<b>Management response (b)</b> <b>Accepted</b> , partially accepted or <b>rejected</b>		<b>Partially accepted</b>
<b>Management Plan</b>	<b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b>	We acknowledge the importance of leveraging project results through collaboration with development partners and regional organizations. Multiple efforts such as integration into the Pacific Quality Infrastructure Initiative have been made. While UNCTAD continues to facilitate dialogue and link relevant actors, the organization's mandate and available resources limit its ability to directly support financing or large-scale investment initiatives. Current international funding conditions also provide limited opportunities to link partner development agencies. As an example, under an existing project, the funding entity did not agree to UNCTAD cooperating with a regional organization. UNCTAD will continue to advocate for coordination and knowledge sharing where feasible within its technical cooperation framework.
	<b>Responsible unit(s) (d)</b>	DITC
	<b>Timeframe (e)</b>	Ongoing

	<b>Resources required (Y or N) (f)</b>	No
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#### Recommendation 5

<b>Evaluation Recommendation (a)</b>		In the context of identifying ‘synergistic linkages’ between green trade (and trade promotion more broadly) with national sustainable planning processes (National Development Plans but also sectoral plans), engage national planning entities and planning focal points in line ministries to ensure that opportunities for integration are substantive and influence planning (and budgetary) processes, rather than simply identifying the correlation of linkages between different policy domains.
<b>Management response (b)</b> <b>Accepted</b> , partially accepted or <b>rejected</b>		<b>Accepted</b>
<b>Management Plan</b>	<b>Actions to be taken, and/or comments about partial acceptance or rejection (c)</b>	We will ensure that future project design explicitly includes engagement with national planning and budgetary entities to deepen integration of green trade initiatives into national development and sectoral planning processes. This will be reflected in stakeholder mapping and result frameworks for upcoming projects for this topic. The Trade Analysis Branch has already applied this strategy to maximize the impact of ongoing projects. It should however be noted that we are often constrained by our national contact point on the scope of how to reach out to entities in charge of national sustainable planning processes.
	<b>Responsible unit(s) (d)</b>	DITC
	<b>Timeframe (e)</b>	Ongoing
	<b>Resources required (Y or N) (f)</b>	Yes and No, depending on the extent to which this is facilitated at the national level.