



Independent Evaluation of UN Development Account Project 2023Z
***“Response and Recovery: Mobilising financial resources for development
in the time of Covid-19”***

Management Response¹

December 2025

Overall remarks

We welcome the evaluation’s conclusions and recommendations. They have already been considered in the implementation of Development Account (DA) 14th Tranche Project “Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean” that will end in December 2025 and in the Concept note submitted for the DA 19th Tranche in November 2025 “Enhancing development finance policy frameworks for SDG implementation in selected Least Developed Countries in Africa”. Moreover, they will continue to be taken into account in the planning and implementation of future projects.

UNCTAD/OSG/INF/2025/14

¹ **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 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 timeframe or schedule for implementation, if required;
- f. Indication if and what resources are required for implementing the recommendation.

Management Response Matrix

Recommendation 1

Evaluation Recommendation (a)		Enhance planning and measurement: In planning technical cooperation, UNDA projects should develop a Theory of Change that clearly outlines the immediate, intermediate, and long-term outcomes, as well as the change pathways and assumptions made. Immediate outcomes can help UNDA projects formulate measurable indicators to track changes in awareness, knowledge, behaviour, and recognizing of research papers and tools. Implementing entities should ensure that the indicators are well-aligned to the intended outcomes. It is noted that since this project the UNDA has made a Theory of Change a requirement, this should be applied and implementing entities should ensure that the theory of change clearly outlines the outcomes, the change pathways and assumptions made, and that the indicators are well-aligned to the intended outcomes.
Management response (b) Accepted , partially accepted or rejected		Accepted.
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection ©	The recommendation has already been considered in project planning and will continue to be considered in the future, for example, a theory of change was developed for both the DA 14 Tranche Project “Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean” and the concept note for the DA 19 tranche “Enhancing development finance policy frameworks for SDG implementation in selected Least Developed Countries in Africa”.
	Responsible unit(s) (d)	Debt and Development Finance Branch (DDFB) of the Division of Globalization and Development Strategies (DGDS)
	Timeframe (e)	Ongoing and future projects
	Resources required (Y or N) (f)	N

Recommendation 2

Evaluation Recommendation (a)		Establish a Clear Dissemination Strategy: For all projects aimed at supporting policymakers, UNDA projects should have a clear dissemination strategy at the project planning stage. This strategy should detail how to reach policymakers and other key stakeholders effectively and specify the formats for policy briefs and research papers, and a budget should be allocated as appropriate.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	The recommendation has already been considered in ongoing project or project proposals and will continue to be considered in the future. For example, the DA 14 Tranche Project “Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean” has included as outputs hybrid and virtual regional workshops and national workshops, and publication of country reports in English and translations in Portuguese for Cabo Verde’s report and French for Comoros’s reports. The concept note for the DA 19 tranche “Enhancing development finance policy frameworks for SDG implementation in selected Least Developed Countries in Africa” included as outputs two hybrid regional experience sharing events.
	Responsible unit(s) (d)	DDFB, DGDS
	Timeline (e)	Ongoing and future projects
	Resources required (Y or N) (f)	Y

Recommendation 3

Evaluation Recommendation (a)		Segment the Intended Beneficiaries to deliver tailored products: In all projects developed by implementing entities, there should be some segmentation of the intended beneficiaries of recognising that technocrats, policymakers in government, and civil society each have different needs and may require different types of engagement or forms of support. Tailoring support to and developing clear communication strategies for these distinct groups can enhance the effectiveness of UNDA projects.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments	The recommendation has already been considered in ongoing projects and project proposals and will continue to be considered in the future. For example, the DA 14 Tranche Project “Mobilizing

	about partial acceptance or rejection (c)	external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean”, has included, besides country reports tailored for technocrats and policymakers in government, a final publication detailing overall learnings and the usefulness of innovations adopted in the project, which target other stakeholders of the project, such as Civil Society Organizations, national think tanks and academies and donor country academic institutes.
	Responsible unit(s) (d)	DDFB, DGDS
	Timeframe (e)	Ongoing and future projects
	Resources required (Y or N) (f)	N

Recommendation 4

Evaluation Recommendation (a)		Plan for Follow-up Training and Capacity Building: All projects should identify knowledge products that require training and capacity building to be sustained in advance. A dedicated budget should be allocated, or additional resources mobilized, for these activities to ensure that beneficiaries can effectively utilise the knowledge products.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	The recommendation has already been considered in ongoing projects and project proposals and will continue to be considered in the future. For example, the DA 14 Tranche Project “Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean” has included as output a virtual technical assistance to the Ministry of Finance of Cabo Verde to hand over the Dashboard of the UNCTAD Sustainable Development Finance Assessment (SDFA) Framework.
	Responsible unit(s) (d)	DDFB, DGDS
	Timeframe (e)	Ongoing and future projects
	Resources required (Y or N) (f)	Y

Recommendation 5

Evaluation Recommendation (a)		Enhance the sustainability of knowledge products: This particular UNDA COVID-19 project has delivered some useful research and policy briefs. UNCTAD and the RCs should identify knowledge products that have the most potential and identify ways to take them forward. This might involve a range of actions from tabling this information in decision-making forums or supporting countries to institutionalise certain tools.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	A tool developed under the UNDA COVID-19 led by UNCTAD, the UNCTAD Sustainable Development Finance Assessment (SDFA) Framework” was extended and enhanced in the Development DA 14 Tranche Project “Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable SIDS in Africa and Latin America and the Caribbean”. To ensure the sustainability of this tool, one of the main outputs of the concept note submitted for the DA 19 Tranche is a further enhanced version of the SDFA framework, to further ensure the sustainability of the tool.
	Responsible unit(s) (d)	DDFB, DGDS
	Timeframe (e)	Ongoing and future projects
	Resources required (Y or N) (f)	Y