



## Independent evaluation of United Nations Development Account Project 2023E

### *“Coherent Strategies for productive capacity development in African Least Developed Countries (LDCs)”*

Management Response<sup>1</sup>  
September 2025

#### Overall remarks

UNCTAD would like to thank the evaluators for preparing and sharing the evaluation report. We agree with the evaluators that the project was relevant, timely and effectively managed by the project team. We also agree with the conclusion of the evaluators that the project resulted in achievements in several areas and that these are notable given the fact that it was implemented during one of the most devastating global health, economic, and social crises triggered by the COVID-19 pandemic. Finally, we have taken note of the recommendations in the report and have provided information below on how we have either addressed or intend to address them.

UNCTAD/OSG/INF/2025/7

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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>                                                         |                                                                                            | UNCTAD should continue discussions with the countries involved, possibly in cooperation with UNECA, with particular emphasis on the operational strategies developed through the project. This continued exchange at the highest possible institutional level should stimulate their adoption, priority setting and further use at the country level.                                                                                                                                                                                                                               |
| <b>Management response (b)</b><br><b>Accepted</b> , partially accepted<br>or <b>rejected</b> |                                                                                            | Accepted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Management Plan</b>                                                                       | <b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b> | Since the completion of the project, UNCTAD has continued discussions with some of the countries involved. For example, in collaboration with the Permanent Mission of Tanzania in Geneva, ALDC organised a seminar on 30 April 2024 to examine how policies, including those on developing productive capacities identified in the operational strategies, could be better used to combat inequality and poverty at the national level. A similar event for Burkina Faso was held on 25 January 2024. If resources are available, a follow-up event could be organised for Rwanda. |
|                                                                                              | <b>Responsible unit(s) (d)</b>                                                             | ALDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                              | <b>Timeframe (e)</b>                                                                       | 2024-2030                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                              | <b>Resources required (Y or N) (f)</b>                                                     | Y                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

### Recommendation 2

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|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evaluation Recommendation (a)</b>                                                         |                                                                                            | UNCTAD should build on the studies conducted under this UNDA project for subsequent related interventions in the three beneficiary countries (or elsewhere) and engage in support that focuses on the <i>implementation of specific priorities</i> that align with countries' requests and UNCTAD's experience and mandate.                                                                                                                                                                                                          |
| <b>Management response (b)</b><br><b>Accepted</b> , partially accepted<br>or <b>rejected</b> |                                                                                            | Accepted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Management Plan</b>                                                                       | <b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b> | The studies conducted under the UNDA project were used as inputs in the preparation of a recent publication on Combatting Inequality and Poverty in Tanzania, which emphasised the development of productive capacities as the long-term solution to poverty in the country. A similar study was published on Burkina Faso in 2024. Resources permitting, UNCTAD intends to provide support to the countries to enable them implement some of the recommendations in the operational strategies, with a view to fostering productive |

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|--|----------------------------------------|-------------------------------------------------------------------------|
|  |                                        | capacities and contributing to poverty reduction at the national level. |
|  | <b>Responsible unit(s) (d)</b>         | ALDC                                                                    |
|  | <b>Timeframe (e)</b>                   | 2026-2030                                                               |
|  | <b>Resources required (Y or N) (f)</b> | Y                                                                       |

### Recommendation 3

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|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evaluation Recommendation (a)</b>                                                      |                                                                                            | UNCTAD should support countries in developing project concepts in specific fields under the general heading of ‘productive capacity building/enhancement’, ensuring alignment with countries’ priority setting, and in view of domestic and external resource mobilization.                     |
| <b>Management response (b)</b><br><b>Accepted</b> , partially accepted or <b>rejected</b> |                                                                                            | Accepted                                                                                                                                                                                                                                                                                        |
| <b>Management Plan</b>                                                                    | <b>Actions taken or upcoming and/or comments about partial acceptance or rejection (c)</b> | UNCTAD has established a productive capacities program in ALDC to support countries in addressing binding constraints to the building and maintaining of productive capacities in specific fields. Beneficiaries of the UNDA project are encouraged to seek further support under this program. |
|                                                                                           | <b>Responsible unit(s) (d)</b>                                                             | ALDC                                                                                                                                                                                                                                                                                            |
|                                                                                           | <b>Timeframe (e)</b>                                                                       | 2026-2030                                                                                                                                                                                                                                                                                       |
|                                                                                           | <b>Resources required (Y or N) (f)</b>                                                     | Y                                                                                                                                                                                                                                                                                               |

### Recommendation 4

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|--------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evaluation Recommendation (a)</b> |  | UNCTAD should participate, even virtually, in country-specific development partner working groups related to productive capacity themes, and seek alliances with related donor interventions under the support priorities to maximize synergies and the impact of interventions at country level. |
| <b>Management response (b)</b>       |  | Accepted                                                                                                                                                                                                                                                                                          |

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|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accepted, partially accepted<br/>or rejected</b> |                                                                                                                    |                                                                                                                                                                                     |
| <b>Management<br/>Plan</b>                          | <b>Actions taken<br/>or upcoming<br/>and/or<br/>comments<br/>about partial<br/>acceptance or<br/>rejection (c)</b> | UNCTAD will participate in forthcoming stakeholder and partnership meetings organised by UN Resident Coordinators on issues related to productive capacities at the national level. |
|                                                     | <b>Responsible<br/>unit(s) (d)</b>                                                                                 | ALDC                                                                                                                                                                                |
|                                                     | <b>Timeframe (e)</b>                                                                                               | 2026-2030                                                                                                                                                                           |
|                                                     | <b>Resources<br/>required<br/>(Y or N) (f)</b>                                                                     | Y                                                                                                                                                                                   |

#### Recommendation 5

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|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evaluation Recommendation<br/>(a)</b>                                              |                                                                                                           | When working in the field of SEZ/industrial zones (as planned), UNCTAD should seek collaboration with other development partners that have been/are involved in technical assistance in this field (e.g. feasibility studies, legal and regulatory framework, zone development and management, good practice guidelines) to ensure complementarity of different research and advisory efforts. |
| <b>Management response (b)</b><br><b>Accepted, partially accepted<br/>or rejected</b> |                                                                                                           | Accepted                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Management<br/>Plan</b>                                                            | <b>Actions to be<br/>taken, and/or<br/>comments<br/>about partial<br/>acceptance or<br/>rejection (c)</b> | UNCTAD is developing an SEZ project for funding and intends to seek collaboration with the People's Republic of China to benefit from its wealth of experience in this area and ensure complementarity of research and advisory efforts.                                                                                                                                                       |
|                                                                                       | <b>Responsible<br/>unit(s) (d)</b>                                                                        | ALDC                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                       | <b>Timeframe (e)</b>                                                                                      | 2026-2028                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                       | <b>Resources<br/>required<br/>(Y or N) (f)</b>                                                            | Y                                                                                                                                                                                                                                                                                                                                                                                              |