UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD

**External Evaluation of UNCTAD Project Account-
Integration of the Trade Dimension in the United Nations Development
Assistance Frameworks (UNDAFs) – Development Account 7th Tranche, Project
1011S
Enhancing National Ownership of Trade-related Assistance in the UN Country
level Development Plans – Additional budget under the Development Account
7th Tranche, Project 1011AV***

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Please note there are three components to this report:

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Acknowledgements

List of abbreviations

UN Cluster	United Nations Inter-agency Cluster on Trade and Productive Capacity[1]
DA	Development Account
UN DESA	Department of Economic and Social Affairs
UN DOCO	United Nations Development Operations Coordination Office
DOU	Delivery as One UN
DFR	Draft Final Report
ECOSOC	Economic and Social Council
EMU	Evaluation and Monitoring Unit, UNCTAD
FR	Final Report
IR	Inception Report
LF	Logframe
M&E	Monitoring and Evaluation
PCM	Project Cycle Management
Project AV	Additional budget under the DA 7th Tranche, Project AV
Project S	Development Account (DA) 7th Tranche, Project S
QCPR	Quadrennial comprehensive policy review (QCPR)
RC	Resident Coordinator
RCO	Resident Coordinator Office
SC	Steering Committee
TCS	Technical Cooperation Services, a division of UNCTAD
ToR	Terms of Reference
TCPR	Triennial comprehensive policy review
UN	United Nations

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[1] It is at present composed of fifteen organizations: UNCTAD, UNIDO, FAO, ILO, ITC, WTO, UNDP, the five UN Regional Economic Commissions, UNEP, UNOPS and UNCITRAL.

UNCT	UN Country Team
UNCTAD	UN Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNITAR	United Nations Institute for Training and Research
UN REC	United Nations Regional Economic Commissions

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Executive Summary

The purpose of this final evaluation is to analyse two of United Nations' Conference on Trade and Development's (UNCTAD's) Projects[2], i.e. (1) Integration of the trade dimension in the United Nations Development Assistance Frameworks (project S) and (2) Enhancing national ownership of trade-related assistance in UN country-level development plans (project AV), funded through the UN Development Account (7th Tranche). However, both projects are closely interlinked and the latter is seen as a continuation of the former. The intervention logic with its objective and results is widely identical for the two projects. The report presents its findings in compliance with Development Account (DA) requirements for an external final evaluation[3]. UNCTAD's Evaluation and Monitoring Unit (EMU) has commissioned this evaluation through an invitation to tender, and Dr Monika Zabel (crossxculture consulting) has been selected following a competitive bid.

The evaluation applied a three phased approach with Desk Phase (home base), Field Phase (Geneva, 27 to 29 November 2013) and Reporting Phase (home base). A mixed method approach has been applied, including analysis of project documents and other relevant materials provided by project management and by EMU, face-to-face interviews and skype interviews, small surveys and direct observation by attendance in the final workshop in Geneva in November 2013. The five evaluation criteria: relevance, efficiency, effectiveness, sustainability and impact were applied.

The conclusions and recommendations expressed below are forward looking, aiming to be useful in the conception of future, similar projects.

The **main conclusions** regarding this project are the following:

Relevance and Design

- The project was relevant and remains so.
- The design of the project shows room for improvement, in particular related to the logframe, the levels of results, choice of indicators and sources of verification. The analysis and mitigation of risk factors and an inbuilt sustainability strategy are missing.
- The final beneficiaries, i.e. the participants of the milestone activities, had no direct input to the design of project proposal and to the implementation of the milestones. There was no formal needs or demand analysis carried out with the final beneficiaries at Governmental and nongovernmental institutions at country level prior to the implementation of milestone activities of the project, i.e. the workshops and the

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[2] The names of the projects are rather long, thus for reporting purposes reference is made to project S and to project AV, respectively, and to the project in case reference is made to both components.
[3] 2% of the project budget is set aside for each DA project for external final evaluation.

discussion forum. However, information on the project was provided by the project management to the RCO and the Geneva Missions prior to the events.

Efficiency, Effectiveness

- The project activities have been implemented related to its three milestones, i.e. the workshops, the online courses and the discussion forum, and has reached the targeted quantitative outputs in most of the instances. It has allocated unspent funds and reallocated budget, respectively, to produce additional outputs for the online course and has introduced measures to increase project's cost efficiency. For the activity with the highest cost per participant, the discussion forum, the targeted number of participants was 23, and remained with only 15 participants in the end[4].
- The project was timely for those countries in which the next UNDAF was under discussion and/or revision. Indicative host countries for national/regional workshops were identified in the project proposal through the DOCO rolling UNDAF list. 1.5 years later, when the project was awarded, four countries confirmed their interest. Colombia was replaced by Guatemala.
- The online course of UNCTAD in cooperation with UNITAR was offered free of charge in UNITAR's "financial management and trade" series. For UNCTAD it has shown an unprecedented high demand for enrollment. The opportunity to actively relate the online course participation to the countries and institutions involved in the national and regional workshops to strengthen the outputs has not been used. The three courses have covered a large number of countries (43 and 51 Anglophone, 25 Francophone, respectively), but have, unconnected to other activities or projects, mainly contributed to individual knowledge increase rather than to an institutional capacity building in the countries of origin.

Sustainability, Impact

- At the end of the project, first impact prospects and first indication of impact is seen. Bhutan provides a country show case for good practice. Follow up activities have been agreed to sustain project outputs and results, including voluntary dissemination of knowledge acquired by the participants to their peers and staff, and an online forum hosted by UNCTAD and managed by a volunteering workshop alumni. Time will show if and how these initiatives are working in practice.
- There was hardly any reported follow-up monitoring with RCOs/UNCTs on project progress in the participating countries and the regional partner organizations; the

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[4] Following reasons were addressed by the invitees that did not attend: Visa denial, demands of the hierarchy, and other important meetings on the agenda, for example the III Round of negotiation for the Central American Custom Union, held in Panama during the week of November 25 to 29, 2013. Four invitees did not respond at all. Requirements of the Ninth Ministerial Conference in Bali 3 to 7 December 2013 caused the Delegate of Mail to leaving the discussion forum after day one. Information provided by project management, dated 10 Feb. 2014.

progress reporting provided only basic information mainly at activity level. This would have helped to assess the progress at result level and regarding phasing out strategies. After project funding from UNCTAD ended on 31 December 2013, an active role of the RCOs and UNCTs is crucial at country level for sustainability of services delivered by the project.

- Sharing of information between former participants and their peers and staff is a step to spread the knowledge and ideally to create a critical mass of relevant staff member who are dealing directly and indirectly with the negotiations of UNDAFs in their respective countries. There was no clearly established link between the group of workshop participants and the participants in the online course other than meeting in the final discussion forum. Such a link would increase sustainability through a critical mass informed about trade and development being part in the UNDAF discussion at country clear.

- Selection of the right participants is one key element to contribute not only to management capacity but to institutional capacity building. Interaction between the project and policy level is required to secure that the results are embedded in the organizational structures of the Government services. Although it was noted that the final selection is done by the respective Governments, UNCTAD establishing clearer criteria and to receive applications with CVs would have facilitated the targeting and contributed to both the sustainability and the impact prospects of the project.

Main Recommendations

- Ensure coherence between project objectives, intended results, budget and timeframe; ensure focus on immediate objectives in line with planned interventions, and to avoid reference to higher level objectives in project title; project design should not accommodating overambitious objectives possibly loosing the proportion between (financial and human resources) means and scope.

- It would have been an advantage to the project and its beneficiaries if a clearer sequence and connection between the workshops, the online course and the discussion forum would have been established from project outset.

- In case of involvement of partners from cluster agencies, it should be decided on a case by case basis which form of cooperation is the most suitable to achieve and to sustain results, i.e. an unpaid collaboration or a joint project/programme. For joint projects also budgets have to be made available for all participating partners according to their planned input to implementation and results.

- Consider setting up an ex post survey for 6-12 months after project end to generate more in-depth information about the sustainability of results and project impact at participating country level, to clarify which changes have happened, and which concrete evidence that changes have happened in UNDAFs as a consequence or can be directly related to the DA project.

- Awareness rising and capacity building require different levels of input. Institutional and management capacity building requires right targeting AND creation of a critical mass within a structure. Targeting and profiling of participants in the interventions is core for effectiveness, if institutional capacity building is aimed at the results level. Individual satisfaction is not a sufficient indicator in the achievement of capacity building. Individual learning satisfaction should be directly linked to institutional usefulness and application at work to reach – in the medium term – the anticipated results and objective.
- To provide clear guidance in the preparation of future case study papers, addressing the linkage to the results and objective of the project, and provide QA/follow up prior to the forum, performed by the project management and/or the external consultant hired to moderate the forum to improve the quality and results- orientation of the presentations.
- For the proposed online discussion forum, make all material and presentations from the forum in Geneva available and bring it online. Support the alumni in the process of nominating an administrator and in establishing the network. Consider to widen the audience to all former workshop participants (and to consider including also the online course graduates). UNCTAD to set aside necessary resources to keep the platform technically running.
- To consider sustainability from the project design phase onwards and to integrate respective activities in the project design to sustain results, for example to include an exit strategy and a risk analysis, and internally monitor sustainability development.
- Gender concerns should be mainstreamed into the objectives of a project; gender considerations should not only be introduced as one topic into a series of presentations, without being engrained into its objectives; female and male participation should be monitored and reported against. Consider a seminar on gender monitoring for the technical staff of UNCTAD, to provide tools at hand to integrate a gender perspective into the project proposal and its implementation.
- UNCTAD could have accompanied the process closer by providing a detailed search profile and respectfully ask for receipt of CVs and job profile in the home Government to provide a pre-selection It is UNCTAD's responsibility to secure that ideally all candidates participating in the workshop are fully matching the required profile.
- A risk analysis from project's outset would have avoided or mitigated some of the risks that actually occurred, for example looking at the question of confirming interest of partner countries in a short period of time, or limited availability of former workshop participants available for the discussion forum.
- To enhance quality of project design it should be agreed between the UNCTAD divisions, EMU and DESA, and measures to be taken in case of non adherence to the guidelines.
- For future DA projects to clarify who is mainly responsible for quality assurance in the process of drafting project documents, and which are the minimum conditions regarding quality of project design in concept note and project proposal document. Consider a meeting between the Development Account Office and the M&E heads of UNCTAD and other agencies applying for DA project grants to take stock of the status and quality of

project proposals and seeking to clarify which tasks within the QA process should be assumed by whom.

- Within the limits of internal regulations, DA office to look into the possibilities to integrate two thematically related projects into one intervention logic and eventually one joint budget (as for project S and AV) not to establish an artificial distinction in the intervention logic; but utilize same indicators and results where applicable.

- To sustain project results, UNCTAD should discuss with UNITAR how the online courses introduced during this project can be continued in the future.: (1) Integrate the cost for future courses into another thematically closely related project; (2) Introduction of a course fee, the feasibility of a preferential fee for institutions related to the project, waving the fee for those participants related to institutions that have participated in the workshops if they graduate successfully.

- In the light of the changes that have taken place in some of the Arabic speaking countries and the assessment of TCS that integration of trade related themes in the UNDAFs in other countries in the region appears likely, consider to offer the course also in Arabic. This can also be seen as a contribution to support this fragile region in their development efforts, given a clear demand from the respective Governments.

- Once agreement has been reached on how to finance the courses, (1) to go online with the next round of online courses in English and French; contact the respective country representatives and missions in Geneva that had expressed demand to inform those Governments that are in the process of definition of their new UNDAF about the course to that they can let their peers and staff apply, (2) also continue with the preparation or finalization, respectively, of course material in Spanish and in Arabic language versions and to contact respective former participants and their missions in Geneva to confirm their demand. In particular for the two most recent workshops, in Lebanon and in Guatemala, both with current UNDAFS ending in 2014, it would be important not to lose the momentum gained through the previous project activities and developments in country.

Chapter 1: The Evaluation Study and its Context

1.1 Purpose and Scope of the Evaluation

The purpose of this evaluation is to analyse two of United Nations' Conference on Trade and Development's (UNCTAD's) Projects[5], i.e. (1) Integration of the trade dimension in the United Nations Development Assistance Frameworks (project S) and (2) Enhancing national ownership of trade-related assistance in UN country-level development plans (project AV), funded through the UN Development Account (7th Tranche). However, both projects are closely interlinked and the latter is seen as a continuation of the former. The intervention logic with its objective and results is widely identical for the two projects. The report refers to "the project" whenever statements are valid for the two project numbers and make specific reference in cases they show significant differences. The report presents its findings in compliance with Development Account (DA) of Department of Economic and Social Affairs (DESA) requirements for an external final evaluation[6].

UNCTAD's Evaluation and Monitoring Unit (EMU) has commissioned this evaluation through an invitation to tender, and Dr Monika Zabel (crossxculture consulting) has been selected following a competitive bid.

As indicated in the ToRs the purpose of the evaluation is the following[7]:

The evaluation should assess, systematically and objectively, the project framework and design, project management, and project performance. The evaluation should provide information that is credible and useful, and practical, constructive and forward-looking recommendations are made in order to strengthen the work of UNCTAD in this area.

The primary audiences of the evaluation report are "UNCTAD management and programme officers, the Capacity Development Office/Development Account of DESA, project stakeholders, UNCTAD's member States, Agencies of the UN Inter-Agency Cluster on Trade and Productive Capacity and other stakeholders".[8]

The scope of the evaluation, as stated in the ToRs, will encompass all four activities that have been implemented under the Project, and an analysis of the status of the three expected accomplishments (results) achieved so far. To assess the projects' performance, the evaluator has used the results presented in the logical framework developed in the annual and progress reports and has compared the achievements to date with the accomplishments planned.

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[5] The names of the projects are rather long, thus for reporting purposes reference is made to project S and to project AV, respectively, and to the project in case reference is made to both components.
[6] 2% of the project budget is set aside for each DA project for external final evaluation.
[7] See ToRs.
[8] A stakeholder mapping is shown in table 4.

More generally, UNCTAD calls its evaluations to [9]

- Assess whether results have been obtained
- Provide a platform for learning and performance improvement; and
- Focus on whether the organization´s activities provide value to the Member States and other stakeholders.

1.2   Evaluation Methodology and Information Sources

The evaluation applied a three phased approach with Desk Phase (home base), Field Phase (Geneva, 27 to 29 November 2013) and Reporting Phase (home base). A mixed method approach has been applied, including analysis of project documents and other relevant materials provided by project management and by EMU, face-to-face interviews and skype interviews, small surveys and direct observation by attendance in the final workshop in Geneva in November 2013.

To the maximum possible, triangulation of the data available has been applied to the findings and subsequent conclusions drawn.

The evaluation methodology includes but is not limited to the following instruments:

- Review of relevant project documents and relevant materials as provided by EMU and project management;

- Face-to-face interviews and/ or telephone interviews with relevant UNCTAD staff;

- Face-to-face interviews and/ or telephone interviews with direct beneficiaries and other relevant stakeholders, as participants of seminars and final workshop, members of UNCTs and RCs of the host countries;

- Small surveys of former workshop participants and project partners;

- Analysis of the data collected;

- Direct observation by attendance in the final workshop in Geneva, 27 to 29 November 2013.

The main stakeholders that have been interviewed include representatives of UNCTAD and other cluster agencies that have been involved in the project, delegates of State Institutions who have participated in the workshops and/or online course and in the (conclusive) discussion forum in Geneva.

Based on the analysis of the available data, findings are presented with related supporting evidence. Based on these findings, conclusions are drawn, followed by recommendations.

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[9] seehttp://unctad.org/en/Pages/About%20UNCTAD/Evaluation%20at%20UNCTAD/Regulations-and-rules-governing-programme-planning.aspx

The main challenges faced in this evaluation have been

- Data compilation and subsequent analysis took longer than expected; some data that was expected to be, but was not readily available. This contributed to a time leap in delivery of the draft final report.

- UNCT/RCO members at the targeted group level that attended the workshops could not be (fully) identified. Only five people could be identified through the lists of participants made available and have received a short questionnaire capturing their experiences and perceptions in nine questions; only one responded.

- Volume of data to analyse and ambition of the ToR were in contrast to the modest budget set aside for this evaluation.

1.3   Evaluation Criteria

The evaluation questions presented in the ToRs are categorized along the five standard DAC/OECD evaluation criteria relevance, effectiveness, efficiency, sustainability and impact. The evaluation has been carried out while the last project activity was still ongoing. It is thus too early to refer to impact at this point of time; instead reference will be made to impact prospects. Related follow up can be performed by UNCTAD 6 – 12 months after project completion. The table below provides an overview of criteria and questions:

Table 1, Evaluation criteria, questions and sub-questions

Evaluation Criteria as defined by DAC[10]	as by the ToR and the evaluator
Relevance	
The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Sub-questions: • To what extent are the objectives of the programme still valid? • Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives? • Are the activities and outputs of the programme consistent with the intended impacts and effects?	Whether the project design and choice of beneficiaries and activities have properly reflected and have they addressed the needs of the beneficiaries, taking into account UNCTAD's mandates, and the alignment with the objectives of the Development Account; Whether the planned and actual activities and outputs of the projects were consistent with the intended outcomes and impact What is UNCTAD's comparative advantage in this area of work? *What were the contribution and the value added of the cluster members in the design of the projects?* *Which elements of sustainability have been inbuilt in the design?* Are the objectives of the project and its design still appropriate, in case circumstances have changed?
Effectiveness	
The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance Sub-questions: • To what extent were the objectives achieved / are likely to be achieved? • What were the major factors influencing the achievement or non-achievement of the objectives?	Have the activities implemented achieved planned objectives in the project's logframe and produced beneficial results? What were the main factors influencing the outcomes of the projects, either negatively or positively; what are the lessons to be learned to mitigate risks in carrying out similar projects in future? Have the projects contributed to enhancing inter-agency coherence and joint initiatives among relevant agency members of the UN Inter-Agency Cluster on Trade and Productive Capacity?

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[10] See http://www.oecd.org/dac/evaluation/49756382.pdf; OECD 2002, Glossary of Key Terms in Evaluation and Results Based Management

Efficiency	
A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. Sub-questions: • Were activities cost-efficient? • Were objectives achieved on time? • Was the programme or project implemented in the most efficient way compared to alternatives?	Have resources and funds been used efficiently, leveraging in-house expertise? Have there been previous interventions and other resources to optimize the project outcomes? Have all the project activities been delivered in a timely manner? Is there evidence of synergies and complementarities between the two projects? *Is there evidence of synergies and complementarities with other, thematically related projects?*
Sustainability	
The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time. Sub-questions: • To what extent did the benefits of a programme or project continue after donor funding ceased? • What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?	Have the activities been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether beneficiary country stakeholders and development partners were actively involved in the initiation, design and implementation of the project? *Which are the indicators of ownership of the country stakeholders, and how will follow up activities been financed?* *Has a phasing out strategy been developed?*
Impact [11]	
Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. Sub-questions: • What has happened as a result of the programme or project? • What real difference has the activity made to the beneficiaries? • How many people have been affected?	Whether any outcomes (intended and/or unintended) in beneficiary countries are evident following the intervention by UNCTAD. *Can the results clearly be attributed to the activities performed or is there an attribution gap?*

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[11] As the project is just about to close its implementation, it is more realistic to refer to impact prospects.

Chapter 2: Brief Overview of the Project

2.1   Project Context within UNCTAD

The objective of this project was to contribute to policy coherence (a) between the international economic environment and the domestic development goals and (b) between the sectoral components of the national development plan. For this purpose the project aimed to contribute to mainstreaming trade and productive capacities'goals in the national development plans and (ii) enduring UN inter–agency coordination for this purpose. [12]

In terms of programming, the project was part of UNCTAD's Technical Cooperation (TC) activities. TC is described as one of UNCTAD's three pillars (alongside research & analysis and consensus building) and is from the outset in 1964 aimed to support the inter-governmental forum or 'Conference' activities of UNCTAD, with the objective of helping developing countries and countries with economies in transition to better integrate into the globalizing economy, take opportunities and overcome obstacles. UNCTAD's development work covers the linkages between trade, investment, finance, technology and sustainable development.

The DA provides an additional source of funding for UNCTAD projects. The Project was funded from the UN Development Account, under its 7th tranche (2010/2011), with the overarching theme "support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels"[13]. The Quadrennial Comprehensive Policy Review (QCPR (AF December 2013) is reiterating that non-resident agencies should contribute to country programme processes through the Resident Coordinator system.[14] Standard Operating Procedures adopted by the UNDG for the countries applying a One UN approach are also supporting the role of non-resident agencies.

Typically, the five "substantive" Divisions of UNCTAD would write proposals for DA projects and TCS would coordinate these efforts whereas the Divisions would manage/implement them. The project was developed by the Technical Cooperation Services (TCS) of UNCTAD in consultation with the substantive divisions of UNCTAD and the member agencies of the cluster (mainly in activity related interventions like preparation of training material) and is managed by the TCS. This is an exceptional approach.

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[12] Project Document, project S.
[13] Guidelines for the preparation of project documents for the 7th tranche of the development account.
[14] ibidem

Surveys of UNDAFs in 2006 and 2007 have shown that less than 20% of UNDAFs in 120 countries included a reference to trade and investment issues[15]. As a result, the role of economic and trade-related issues in UN Development Assistance Frameworks in achieving poverty reduction and development goals has been marginal. Also, links between the Enhanced Integrated Framework (a six-agency trade-related assistance mechanism for LDCs), the Aid-for-Trade Initiative and the One UN plans still need to be consolidated in terms of policy and operational coherence with the UN country assistance plans.

The project aimed at addressing two identified needs: (1) enhancing inter-agency coherence and joint initiatives at the country level in view of maximizing the effectiveness of UN expertise in the area of economic and trade-related issues and avoiding duplication of efforts, and above all, (2) enhancing national capacities to formulate UN assistance plans that take due account of economic and trade-related issues and to coordinate the required inter-agency actions in view of national development goals.

It also intended to enable national beneficiaries of the UN assistance in the area of economic and trade-related issues to act as the driver of the formulation of UN country assistance plans, including the aspects of these plans that require inter-agency coordination. The role of enhanced consultations between national authorities, UN entities and donors is also taken into account as part of the capacities that were needed to be developed within this project. Finally, the project intended to support the national involvement of governments and stakeholders in the preparation of joint operations on trade-related issues among the UN entities that are part of the UN Cluster on Trade and Productive Capacity (the cluster). UNCTAD was acting as lead agency of this project, in close coordination with the agencies of the Cluster, with different inter-agency initiatives as required in each country targeted by this project.[16]

Project AV should be read in conjunction with project S of the 7th tranche of the development account. It is financed by funds of the additional budget under the DA 7th Tranche. Like project S, this project aimed at enhancing inter-agency coherence and joint initiatives at the country level in view of maximizing the effectiveness of UN expertise in the area of economic and trade-related issues and avoiding duplication of efforts, and above all, enhancing national capacities to formulate UN assistance plans that take due account of economic and trade-related issues and to coordinate the required inter-agency actions in view of national development goals. The project's activities were focused on strengthening policy coherence, inter-agency cooperation and joint initiatives in the trade and productive sectors at the country level. The primary beneficiaries or users of the project were Government authorities responsible for designing and implementing the national inclusive strategies.

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[15] Surveys of UNDAFs done by UNCTAD and ITC in 2006 and 2007 show that less than 20% of UNDAFs in 120 countries included a reference to trade and investment issues – usually in the narrative parts of the UNDAFs but not in the operational parts.
[16] This information has been directly taken from the two respective project documents.

2.2 Project brief and intervention logic

Project AV and project S are considered for this purpose as one aggregated project. While a full retrofitting of the logframe would have exceeded the mandate and scope of this evaluation, for this evaluation, the activities of project S and project AV have been re-grouped to the respective expected achievements (EA) , called in this report's narrative results[17] for easier reference.

Objective:

To contribute to *(to increase)* policy coherence between (a) the international economic environment and the domestic development goals and (b) between the sectoral components of the national development plan

Result 1

Increased ownership and participation of national Governments and Stakeholders in the formulation of UN assistance *(of the UNDAF in the area of trade and productive sectors).*

Result 2

Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade-related assistance by national authorities, stakeholders and donors.

Result 3

In the case of the LDCs, improved policy and operation coherence among the various development assistance areas targeted by the UN entities, particularly in view of more interfaces between the EIF, Aft, PRSPs and UN plans, as well as avoiding duplication between bilateral and UN assistance.

As shown above, the main results are R1 and R2; R3 is (partly) a repetition of the project objective. The logframe as presented in the project document shows several weaknesses. This will be further elaborated in chapter 3.1.2, quality of design.

The project intervention logic with its three main expected results is shown in the table below.

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[17] Expected achievements are called in the narrative text results; this wording is also used in the DA guidelines.

Table 2, Intervention Logic with its activities and results (regrouped)

	Objective: To contribute to *(to increase)* policy coherence between (a) the international economic environment and the domestic development goals and (b) between the sectoral components of the national development plan			
Project S / AV **(project AV in italic, both projects bold, project S only in unbold)**	**Result 1** **Increased ownership and participation of national Governments and stakeholders in the formulation of UN assistance** *(of the UNDAF in the area of trade and productive sectors).*		**Result 2** **Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade-related assistance by national authorities, stakeholders and donors**.	**Result 3** Improved policy and operational coherence among the various development assistance areas targeted by the UN entities in case of LDCs, particularly in view of more interface between the EIF, AfT, PRSPs and UN plans, as well as avoiding duplication between bilateral and UN assistance
Project S	**Activity 1.1** Three capacity building missions, one per region, at the field level of UNCTAD staff and staff of agencies of the Cluster as required for a timely intervention of the cluster in the UNDAF process[18].	**Activity 3.1** Organizing two regional training and awareness workshops on the role of trade policies and trade-related assistance in development plans, from a regional and/or national perspective, with the participation of Government officials, stakeholders and donors' representatives of the selected countries, as well as countries of the region, in view of a multiplier effect of the project in other	**Activity 2.1** One three to four day training and consultation workshop in Geneva, organized by UNCTAD in cooperation with the agencies of the Cluster, for the Government officials of the	**Activity 2.2** Preparing training inputs and other materials on trade-related assistance to be disseminated and used (……), among agencies, donors and stakeholders in all regions and in UN bodies such as CEB and UNDG. These	(this is a repetition of the objective)

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[18] These are the national workshops/sessions that were held back-to-back with the regional workshops plus the national workshop in Lesotho.

				selected countries in charge of planning development assistance (…).	inputs and materials should be adaptable to country specific requirements.	
Project AV (all activities to serve both, results 1 and 2)	**Activity 4** Dissemination of training material, including one online course to be done in cooperation with UNITAR.	**Activity 2** One **national** training and awareness workshop on the role of trade policies and trade-related assistance in development plans, with the participation of officials from national Governments, stakeholders and donors' representatives as well as other CEB Cluster agencies. Estimated number of participants: 40[20]	**Activity 3** One **regional** training and awareness workshop on the role of trade policies and trade–related policies in development plans, from a regional and/or national perspective, with the participation of Government officials, stakeholders and donors representatives of the selected countries as well as countries of the region. Estimated number of participants: 40[21]	.	**Activity 1** (linked to Results 1 & 2) Adaptation and translation into **Spanish** and other training material on trade related assistance to be delivered in the workshops to the needs and realities of beneficiary countries in the region.	

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[19] These regional workshops were held at the locations of the regional commissions for an effective involvement of their secretariats' expertise. These workshops aimed also providing input in view of the UN-LDC IV Conference and the implementation of its outcome, as well as the Aid for Trade (AfT) Initiative.

[20] Workshop in Beirut was charged to project AV. The workshop in Latin America was effectively charged to project S.

[21] Activities 2 and 3 have been implemented as one course with one day of three days dedicated to the national specifics of the host country, here: Guatemala

Chapter 3 Assessment through the DAC Criteria

3.1 Relevance and Quality of Design

3.1.1 Relevance

The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

The problem of lack of integration of trade related themes in the UNDAFs has been identified earlier and mandates related to supporting trade mainstreaming into national development strategies are included in UNCTAD's programme budget narrative as approved by the United Nations General Assembly[22]. For instance, UNCTAD's Subprogramme 3 related to International Trade includes 'strengthening capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system,……" and Subprogramme 5, Africa, least developed countries and special programmes aims for an "enhanced integration of trade policies and priorities in the national development plans through the Enhanced Integrated Framework as one of their respective expected accomplishments.

The objective of the project is in line with the overarching theme of the 7th tranche of the development account, i.e. support to addressing key global development changes, to further the achievement of internationally agreed development goals though collaboration at global, regional and national levels. It has also built in a mechanism mentioned in a recent Economic and Social Council (ECOSOC) resolution[23] that was reiterating that non–resident agencies like UNCTAD should contribute to country programme processes though the Resident Coordinator system.[24] The RC system was also instrumental in the organization of the workshops at country/regional level and built the interface between non residential agencies and residential agencies in the involved UNCTs in the discussion of the UNDAFs.

UNCTAD operates at three pillars of work: (a) it conducts research, and analysis on both long-standing and emerging development issues; (b) builds consensus around efforts to promote national and international policies and strategies conducive to development; and (c) offers technical assistance to help developing countries and countries with economies in transition in implementing development strategies aimed at their integration into the global economy and the achievement of sustainable levels of growth and development.[25] The project addresses how trade and productive capacities' goals can be mainstreamed in national development plans while involving other UN agencies that are members of the cluster in project implementation and to some extent fostering inter-agency coordination. Its objective is "to contribute to policy

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[22] General Assembly, document of 2 May 2011, Section 12, Trade and Development, Document symbol: (A/66/6 (Sect.12))
[23] Resolution E/2009/L.18 on GA resolution 62/208 on the TCPR.
[24] Guidelines for the preparations of project documents for the 7th tranche of the DA account.
[25] UNCTAD Annual Report 2009

coherence between a) the international economic environment and the domestic development goals and (b) between the sectoral components of the national development plan" is coherent with UNCTAD's mandate.

Inter-agency coordination had been envisaged from project application onwards. The concept note[26] mentions the involvement of agencies from the UN Inter-Agency Cluster on Trade and Productive Capacity as implementation partners. The concrete collaboration of some of the agencies was most prominent in the implementation of workshops, inputs to the preparation of training material and the discussion forum, and contributing presentations followed by discussions.

The evaluator concludes that the theme of the project is generally relevant. It was however not always fully driven by the demand of the development partners. Partners in the RCT and the Missions in Geneva were informed about the project and its main milestones.

The guidelines for the 7th Tranche of the Development Account state that the project document has a function as "a communication tool with stakeholders" that directly take part in activities or have an interest in them. For the forum in Geneva and for the national and regional workshops no needs analysis had been done prior to its implementation by requesting invited participants (direct beneficiaries) their special interests on trade related matters or design of the workshop. Project management confirmed that it has shared project document and agenda of the national/regional workshop in course of workshop preparation. No information has been evidenced what happened with the documents in the next level of communication after it had reached UNCTs and the respective countries' Geneva missions. Of the ten final beneficiaries at country level interviewed (10 people) nine persons stated that they had never seen the project document in full and its intervention logic. Nonetheless, most of the respective participants found the workshops and the online course relevant.[27]

The preliminary identification for shortlisting of countries to host national/regional workshops was taken at project proposal stage from a rolling scheme of DOCO, with focus on countries which were to adopt a new UNDAF, first only based on this list. Following the approval of the project and availability of project funds some 1.5 years later, it was anticipated that the countries on the list could have changed, as the UNDAF roll-out list prepared by DOCO in New York is updated in real time.

3.1.2 Quality of Design

The project proposal follows the template suggested by the guidelines for the preparation of project documents for the 7th tranche of the development account[28].

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[26] See concept notes of the projects S and AV.
[27] Evidence was provided by the project management that the DA Project S document and workshop agenda were sent to the RCs in the host countries. Project management confirmed that country missions have been involved, however no evidence was provided. This is not a contradiction to the observation made in the report.
[28] The timeline for request for project proposals was June 2008 and project's starting in 2010.

The proposal is ambitious in its definition of EA/results, comparing the budget of initially 534,800 USD and time span of three years of implementation with the results and objectives it wants to achieve or to contribute to. Reaching these results in a significant number of countries is also ambitious. If the limited resources available are spread too thinly (as for workshop participation, for example, there is a risk to trade-off between quantitative reach in number of countries, and depth, i.e. focusing within the targeted group of countries which were to adopt a new UNDAF on a smaller, well identified number of countries and concentrating the resources on the representatives of these countries for capacity building (at institutional level).

The implementation together with project AV with an additional budget of 311,000 USD had strengthened the project mainly by covering also the Latin America region and introducing a new innovative tool, the online course with a moderated forum. This could have, ensuring targeted profile and selection of participants anticipated, increase the number of people trained within the same countries and/or institutional entities.[29] The main themes are identical with the themes discussed in the workshops and this potentially enables the stakeholders at Government and also at private sector and NGO level to broaden the critical mass of staff members who are knowledgeable about the interrelations of trade and development.

As results 1 and 2 for both projects are the same, there is a connection between the two main activities, i.e. workshop and online course and a consequent selection of profiles for participation. Former participants in the workshop could be contacted and asked if they would like to propose to their staff member to apply for this (currently) free of charge course. This could contribute not only to individual capacity building, but equally to institutional capacity building, of crucial importance to reach the objective and results of the project.

Although the prodoc went through internal quality control and DA office review group, the design of the project proposal continues to reveal omissions and weaknesses. It is not always appreciating the instructions provided in the guidelines for DA account project proposals regarding indicators, assumptions, sustainability considerations, and risk mitigation.

The connection between the activities and the achievement of results is not always clearly laid out and the underlying assumptions are not spelled out, the implementation of activities alone without appropriate assumptions holding true will not reach the anticipated results.

The results and the objective are rather ambitious compared to the relatively modest aggregated budget of about 0.9 million USD for both projects. Result 1 touches the Institutional capacity building level, not at "awareness raising" or "management capacity building" only. Exact targeting is important if a participation in each 2-3 day workshop is budgeted with 4000 USD per person (average actual cost per participant for Lebanon is about 2500 and for Guatemala about 2700 USD). This group of people has to be in the position to influence the discussions about the national development plan, for example the UNDAF, directly or indirectly.

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[29] The project team states that the target of workshop and online course were different. The project document remains indeed ambiguous in the aspect. At the result level the activities are linked, and also at the objective of the project

Capacity building needs a critical mass of trained people, to make a difference, for example in a ministry, an administrative entity or alike. The combination of workshop and online course for a certain amount of participants, for example, could contribute to reach a critical mass, in particular for the countries that had not been host countries of a workshop, but a guest from the region.

The indicators proposed in the design are not consistent with the SMART[30] principles, and the annual progress reports reveal that the vast majority of indicators are not measurable at all or not measurable in the timeframe of the project (3 years typically, maximum 4 years). A baseline and a time target are not set against any of the indicators, and the dimension of the quantitative advancement against the set indicators is not clear.

The fact that the proposal was approved cannot be taken as evidence that the design is of sufficient good quality. It is the evaluator's view that there was no sufficient QA involved to support the TCS division in submitting the proposal, i.e. to find more adequate indicators and to advice on other design aspects.

The project was conceived back in 2008; in the meantime the guidelines of the DA office for drafting project proposals are providing more precise and detailed instructions on how to develop the proposal, so that it can be used as a management tool and as a communication instrument with the main stakeholders. It also better defines the role of the internal evaluation units of the applying organization.

In particular, new guidelines for the 9th tranche of the DA account provide special guidance how to generate suitable indicators and means of verification and to identify countries, among other aspects. It is furthermore "strongly encouraged that project officers in charge of drafting the project document liaise and prepare this section of the project's indicators more generally, together with their M&E colleagues." Particular reference is made to aspects that are also missing or lacking quality in the project design of project S and AV, i.e.

- Risks and mitigating actions – the project document should identify the conditions that may hinder the achievement of the project objectives and accomplishments. Risks are factors beyond the control of the project management.

- Assumptions should clarify the set of conditions under which the indicator can be considered a sound measurement of the expected accomplishment (= to translate the activity to the EA/result).

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[30] SMART stands for specific, measurable, achievable and attainable, realistic and relevant and time bound. Measurable can include a value for the baseline at project start and the increase/decrease, respectively, in % is targeted.

3.2 Efficiency

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. What can be said about the quality, quantity and timeliness of the use of the resources?

Budget and expenditure

The project received a grant of US$ 534.000 under the 7th tranche of the Development Account (DA) that was to be implemented from 2010 to 2013. The second grant of an additional US$ 311.000 was composed of returned budget under the DA 7th tranche and started in 2012 and will also end December 2013. The last financial status is of 27 December 2013 and showed for project S an expenditure rate of 92% (492.956 USD) and for project AV of 88% (272.412 USD). The remaining unspent budget of about 80.000 USD for both projects will be returned to the DA and be made available as additional funds of the 8th tranche. Part of the unspent budget can be explained by the eight participants that were invited but did not join the discussion forum in Geneva.

An annual overview for project S shows a normal expenditure flow of about 20% per annum with a peak in the last year of implementation of 28% that can be explained by two workshops and the final discussion forum that took place in 2013. Project AV had a later start, as its funds consisted of returns from other 7th Tranche DA projects. The expenditure was 16.4% by August 2012 and 88% at project end December 2013.

Table 3, Expenditure rates

Project S			
December 2010 21%	December 2011 43%	December 2012 60%	December 2013 92%
Project AV			
	August 2012 16.4 %	February 2013 32%	December 2013 88%

Activities and outputs

An overview of the main activities and outputs is provided in the table below.

Table 4, Main Activities and Outputs - National and Regional Workshops, Online Courses and Discussion Forum

Activity no.	Year	Host Country and no. of participants	Participating Countries from the region and no. of participants	Total no. of partici pants
2.2	2010	Training material prepared	Produced and utilized	
		National and regional workshops		
1.1	2011	Maseru, Lesotho, estimated 18	National workshop only,	18[31]
1.1, 3.1	2011	Bamako, Mali 24	5 countries, DR Congo, Guinea-Bissau, Djibouti, Cameroun, Togo) 14	38
1.1, 3.1	2012	Kathmandu, Nepal 15	6 countries: Samoa, Tajikistan, Afghanistan, Fiji, Bhutan, Timor-Leste 19	34
1.1, 3.1	2013	Beirut, Lebanon 7	9 countries: Jordan, Palestine, Sudan, Egypt, Tunisia, Yemen, Morocco, Oman, Iraq 24	31
1	2013	Adaptation and translation of training material for workshop in Guatemala into Spanish	Produced and utilized	
1, 2, 3	2013	Antigua, Guatemala 16	4 countries: Panama, Nicaragua, Costa Rica, El Salvador- 9	25
Total national/ and regional workshops	2011-2013	1 National only workshop and 4 National and Regional workshops	146 participants from 29 countries - 5 host countries and 24 guest countries from the geographic regions	**146**
		Online courses		
4	2012	Online course English	95 Graduates	95
4	2013	Online course French	93 Graduates	93
4	2013	Second Online course English	105 Graduates	105
Total graduates online course	2012 - 2013	3 online courses, 2800 applications, 390 selected, 291 graduated	Graduates	**291**
2.1	2013	**Discussion forum in Geneva**	15 participants from 13 countries (23 participants were originally planned and invited)	**15**
Total direct beneficiaries of the project				**437[32]**

All intended categories of activities as outlined and foreseen in the two project documents[33] have been implemented, and most inputs have been converted into outputs. 146[34] people are

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[31] List of actual participants could not been retrieved; estimated by the number of workshop's response sheets.

[32] 15 people have benefitted two activities, workshop or online course and discussion forum, counted only once.

[33] The time plan provided in project document and progress reports is not detailed; most of the activities are foreseen for each quarter or each year.

reported to be trained in one national workshop and four combined national/regional workshops, in four different geographical zones. Sub-Saharan Africa was covered twice, once in an Anglophone and once in a Francophone country. 291 people have been trained in three online courses with a moderated online forum. 11[35] of the 146 workshop participants and 4 of the online course graduates have participated in the discussion forum in Geneva in November 2013, totaling 437 direct beneficiaries. All categories of activities have been implemented.

In the process of project implementation there have been three main adaptations made at activity level without changing the activities per se:

1. Activity 1.1 was originally conceived as (national level) capacity building missions, but has been aligned with activity 3.1, regional training and awareness workshops. This has led to a reduction in travel expenditure, as the same experts (UNCTAD and cluster agencies) have been involved in both workshops now, provided back to back. The pilot national only workshop was conducted in Lesotho.

2. Activity 3.1 and 3 - regional workshops: compared to the original target of three regional workshops, four regional workshops have been conducted, covering Sub-Saharan Africa (francophone), Near East, Asia/Central Asia and Latin America. The number of national workshops has also increased from four to five, whereas the total number of participants, 146, has slightly been below the original target 160.

3. Activity 4 of project AV. In 2013, the final year of project implementation, the number of online courses has been increased from originally one to three, including one course in French language, reallocating unspent budget funds of both projects. This has increased the number of participants from 130 to 390 and the number of graduates from 95 to 291.

The changes 1 and 3 have increased the number of direct beneficiaries without increasing the budget, thus an efficiency gain, compared to the original proposal. For change 2 it has (almost) kept the same amount of participants and increased the coverage.

One of the first activities in the original activity plan was a four day "training and consultation workshop" to be held in Geneva in early 2011, in cooperation with other agencies of the Cluster. This was reconsidered early on and eventually took place in the form of a three day "discussion forum" from 27 to 29 November 2013 in Geneva. It offered the opportunity to invite participants from different workshops and the online course to meet, actually the only opportunity offered by the project to make cross-reference to other activities. The actual event had not the training and consultation character originally foreseen, targeted to the needs of the 15 selected project beneficiaries regarding exchange of experiences in working on their UNDAFs after the workshops. As held, it was an event open for a wider public (representatives of missions and member states, donor representatives, NGOs). Half a day was dedicated to another event, the

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[34] The proposal considered four workshops with 40 participants each, or 160 participants in total. Actually 146 participants were listed in the seminars.
[35] 19 were invited, 11 or 58% participated

"First Geneva Dialogue on post-2015 Sustainable Development Agenda", which was without doubt an interesting subject, but given the limited and expensive time, working specifically with the group of the targeted 15 people is assessed as having been more efficient and effective.[36]

The shift in timing for the discussion forum from the beginning to the end of the project period offered the opportunity for an efficiency gain; however, by the change of concept away from a focus on the 15 project participants, it has not been fully exhausted.

Related requests for budget re-allocations were applied for by TCS project management and granted by the Capacity Development Office of DESA. All parties have demonstrated flexibility and changes were smoothly implemented. Requests for budget redeployments for project S and AV in order to provide three online courses instead of one, were made and approved in April and July 2013[37], and held in October/November 2013.

Cost workshop

The cost per unit (per person) for the three related activities is the result of actual total cost for the activity divided by the number of actual participants. For the Lebanon workshop the full cost of 78356.70 USD translates to an average of 2528 USD per participant (31 TN). For Guatemala the full cost translate into an average cost of 2761 USD for each of the 25 participants. This is below the originally estimated 3500 USD for Guatemala.

Online course

With estimated average cost of 440 USD per graduate[38] the online courses provided a good value for money. The two cost determinants are the number of participants and the pass rate. The cost per person could have been lower, if the success rate (ratio of selected participants to graduates) would have been higher than the actual 75%. If all participants would have passed the course, the cost per person would be at 325 USD per person. For future courses, all new first time courses will be budgeted with 46.000 USD, the subsequent iterations of the course with 35.000 USD.

The cost for the moderation of the forum[39] is supposed to be included in the lump sum and have to be negotiated by UNITAR with the moderator. It should be considered that for the previous courses there was a preferential fee rate negotiated by UNCTAD with a consultant, and that the calculation might have to be corrected to a higher amount for future online courses.

Discussion forum

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[36] Participants confirmed in structured interviews and in the evaluation questionnaire after the forum that they would have appreciated more time for country studies and for exchange of concrete experience and networking among each other.
[37] Communications of April and July 2013 between UNCTAD and DA office of DESA
[38] Participants who failed to pass the final test must be considered as not having the expected minimum knowledge.
[39] Time input estimated to 60 hours per six weeks online course.

Final **discussion forum**: The budget attached to the project document in the earlier outline of the discussion forum calculates a budget of 4000 USD per participant (composed of DSA and flight cost mainly; it can be assumed that input of UNCTAD & cluster staff were calculated as an in-kind provision), without charging daily fees), and a targeted number of 18 participants). Finally, 23 people were invited, of which four were online course graduates, and 15 participated (11 workshop participants and four online course graduates. The full cost per invited participant was estimated at 7331 USD per participant to be billed on the project budget. This is certainly at the higher end of the cost spectrum for similar executive programmes of three days duration. [40]

Table 5, Cost per participant, estimates

Activity	Total cost	Number of participants	Average cost per participant
Examples for workshops		Total: 146 TN	
Lebanon national and regional	78356.70 USD	31	2528 USD
Guatemala national and regional	69016.87 USD	25	2761 USD
Online course, 1st batch English	46000 USD	103	446.60 USD
Online course 1st batch French	46000 USD	93	494.64 USD
Online course, 2nd batch English	35000 USD	95	368.42 USD
Online courses			
		Total: 291 TN	
Discussion forum	109967 USD	15	7331 USD

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[40] The Summer Programme of WTO on Trade and Development has a tuition fee of 2255 USD for one week or 3947 USD for two weeks. 160 CH are indicated for accommodation and food per day.

3.3   Effectiveness

The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

The project has concluded its last milestone, the discussion forum in Geneva, end of November 2013, one month prior to closure. The documentation so far produced and made available indicates that there is some achievement of results, but does not yet provide robust evidence to which extent the activities implemented have been translated into results, and to which extent they have contributed to the achievement of the objective. With the help of structured interviews and evaluation questionnaires of the workshops, online courses and the discussion forum, information allows a first stock taking of achievements and to determine some influencing factors for achievement at result level. There have been also some positive cases identified where a link between activities and results and evidence for project's intervention could be established.

Achievement of results

Among positive country examples are Bhutan and Guatemala; both demonstrate now positive achievements, and some evidence that the project has contributed to these achievements. The following overview describes main influencing factors:

- Right profile: Identification of participants with a specific profile, including their involvement in the discussion of country plans/UNDAFs. This has a direct effect;

- Establish a critical mass inside the governmental decision making structure: If possible, create a critical mass of people who attend the workshop, so that contacts can be established and strengthened over the two or three days of the workshop and experience can be exchanged;

- Right timing: Participating countries can benefit best and fastest if they are just before or at the beginning of the discussion of their country plans/UNDAFs;

- Information sharing: Further increasing the number of people with specific knowledge in mainstreaming of trade through debriefings, seminars at their own initiative when back in their home countries.

- Using synergies: Follow up measures to reach or sustain results could be connecting with other activities within the same project or with other projects. In concrete terms, this could involve a combination of workshop for decision making level, online course for staff members of selected entities and discussion forum to discuss the country cases and achievements in depth. In particular, such steps would be important for countries in which discussion on the new UNDAF will start only in 1 to 2 years;

UNCTAD TCS performed in December 2013 a quick survey on UNDAF developments, comparing the previous with the current UNDAFs[41] for a sample of countries. A number of countries showed an improvement, either in having a connection to trade integrated in their plans now, or having more cluster agencies involved in the UNDAF than before. More research would be required to find out if direct links can be established between activities implemented by the project and the changes in the UNDAFs.

Involvement of the interagency cluster partners and inter-agency coherence

The agencies of the interagency cluster have been used in project implementation as a mechanism to provide parts of the project (see also chapter 3.5). This collaboration was mostly of stand-alone nature (one workshop, for example). In the opinion of the UNCTAD project team "The most important interagency component of this project lies in the preparation of the training manual used for the workshops and for the online courses. All Cluster members were involved in its preparation, on the basis of a draft prepared by UNCTAD". The manual clearly shows the synergies among the agencies.[42]

As expressed by cluster agency members, contributions were provided in addition to the regular work load, often competing with other tasks and based on the goodwill of the collaborators. There was no shared budget available other than a reimbursement of flight cost and DSA[43], Regarding the contribution/participation of Cluster member agencies: UNCTAD and five other of the 15 members of the cluster were represented: the Food and Agriculture Organization, the International Labour Office, the International Trade Centre, the United Nations Development Programme, the United Nations Environment Programme and the UN Regional Commissions. These agencies were involved in the drafting of the training material and in the workshops, as hosts or as participants. The representation of groups of cluster agencies in UNDAFs opens certainly the opportunity for fully fletched joint projects[44] in future.

Table 6, Case study Bhutan: Success factors in generating positive effects identified at country level

Factor	Country experience Bhutan
Identification of participants in the workshop	Three members of the Government of Bhutan had been correctly identified by the Government of Bhutan to participate in the workshop in Nepal, representing two different Government entities/Ministries. Two members of UNDP Bhutan office had also been correctly identified and were nominated to follow the invitation of UNCTAD to participate in the workshop. One of them has been involved in

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[41] Correspondence with TCS of December 2013

[42] As expressed in the comments on the Draft Final Evaluation Report.

[43] Correspondence with resource persons who contributed to national/regional workshops

[44] With shared work plan, shared budget and shared results.

	the preparation of UNDAF (2014-18) and is a focal person at UNDP on trade related issues.
Identification of participants for the discussion forum	Participants in the discussion forum have been identified as being among the most active and knowledgeable in the workshop by UNCTAD. One is working in the Ministry of Economic Affairs (MoEA) the other in the Ministry of Agriculture and Forests (MoFA). Both Ministries have been involved in earlier discussions of UNDAF in Bhutan.
Quantity and affiliation of participants and "critical mass" inside the structure	Bhutan participated in the workshop in Nepal, with a delegation of five people, three Government officials (two MoEA , one MoFA) and two delegates from UNDP Bhutan. The good cooperation existed before the workshop, but workshop allowed deepening certain aspects.
Information sharing	Debriefing after discussion forum planned in the respective teams. Perhaps in working group on trade facilitation.
Follow up through online training course	Interest expressed for participation of staff members involved in the trade mainstreaming online course – English language
Synergies with other projects	Enhanced Integrated Framework which is being implement in Bhutan
Appropriate moment of intervention	Was an "eye opener", new information on trade mainstreaming. Changes in the UNDAF Bhutan 2014-2018 foreseen, i.e. trade at output level with respective indicator.
Current involvement in UNDAF;	Involved in current discussion on new UNDAF/One Programme (2014 – 2018) and in country strategic plan. Planning Ministry coordinates discussions.
Positive effects observed as a contribution of the project	*Increased domestic and external trade and industry opportunities that are pro-poor and gender responsive.* The Ministry of Economic Affairs (MoEA) has made mainstreaming trade into national development policy a priority and this was highlighted in 11th FYP, 10th FYP and in the Economic Development Policy -2010. The UN in Bhutan facilitated a Diagnostic Trade Integration Study (DTIS) completed in 2012. The study outlines trade constraints and opportunities for pro-poor trade integration in Bhutan's future development plans. A DTIS Action Matrix was developed along with the study. UN will aim to help implement a number of these priority interventions, particularly those that are pro-poor and gender responsive.
Concrete changes in the recent UNDAF	*One Programme 2014 – 2018 states as one of its outcomes:* *By 2018, sustainable and green economic growth that is equitable, inclusive, climate and disaster resilient and promotes poverty reduction, and employment opportunities*

	particularly for vulnerable groups enhanced.
	And at output level:
	Increased domestic and external trade and industry opportunities that are pro-poor and gender responsive. [45]
	The budget line of UNCTAD in One Programme shows still zero, but reflects the interest of the Government to engage into trade related matters; One Programme document can be used to demonstrated ownership of the Government and as a "marketing tool" for UNCTAD in the acquisition of donor funds for implementing projects earmarked for trade, productive capacities and related issues..

Online course

The objective of the e-learning course on "The Trade Dimension in UNDAFs" was "to raise the profile of international trade and productive capacities in national development strategies and to enhance national capacities for the formulation of United Nations Development Assistance on economic and trade-related issues".[46]

The targeted audience as explained at the UNITAR website[47] was (a) Developing countries' government officials responsible for planning development assistance, (b) Other stakeholders involved in the definition of development strategies (policy-makers, civil society and private sector representatives, media etc.), and (c) UN country teams' members who will be designing the UNDAF in collaboration with national authorities.

Overall in the three courses, 291 of 390 participants graduated the course, a rate of 75% (in the French course only 72% graduated). No information was provided why and at what time the remaining participants dropped out. This is a loss in efficiency and effectiveness and likely to reflect the different level of prior knowledge indicated in their course evaluation.

98% of the participants expressed overall course satisfaction and would also recommend the course to a colleague. However, an important thematic aspect is related to the level of usability and concrete utilization in the work environment of the participants. In the first English course that went online in 2012, 76% of the participants strongly agreed or agreed that the course content was new to them. 91% assessed it as very relevant or relevant to their job and even 98% found it very likely or likely to use the information acquired in the course in their working

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[45] One Programme website for Bhutan, www.Unicef.org
[46] One page summary of the course results published by the organizers
[47] www.unitar.org

environment. In the second English course in 2013, for 48% of the participants the course content was not or only partially new, whereas only 31% confirmed that contents were new or mostly new to them. Regarding its relevance for their job, 59% confirmed that the content is relevant for their job, where 31% stated that the content is not relevant for their job. 64% of respondents confirmed a likeliness to be able to use the acquired knowledge, while again, 31% of participants considered it as unlikely. This indicates some flaws in the process of selection of participants for this batch and points to efficiency and effectiveness losses of the course.

The first French course revealed for the same questions[48] the following responses, again more encouraging: 73% of the respondents strongly agreed or agreed that the contents of the course was new to them, and only 5% stated that it was not at all or not new, respectively. 94% strongly agree or agree that the course content was relevant for their work and even 97% believe or strongly believe that they will be able to apply the newly acquired knowledge in their work.

A connection between the online course and the workshops held was not intended by the project, other than inviting people from different workshops (19 invited, 11 participated) and the online course (all four invited participated) to the discussion forum in Geneva. It took place in the last month of project implementation; this means that all follow up measures introduced in the last months of the implementation would evolve only beyond project completion.

A systematic connection between the main activities of the project would have likely enhanced projects efficiency and effectiveness. It is reflected in the origin of participants in the online courses. Only two of the 291 participants in the online course had their origin in countries where workshops took place, Nepal and Lesotho, and in different institutions as those of the workshop participants. In the way the course was implemented so far there is a trade-off between breath of countries covered and depth of capacity built at institutional level.

Promotion of the online course by UNITAR: UNITAR's Public Finance and Trade programme started e-learning in 2003 and promoted the online course "Trade Dimensions in UNDAFS" through its extensive network of ex participants and experts to disseminate information, as well as through social media, website, missions and government representatives etc.[49]

UNCTAD has sent out a letter to all Resident Coordinators offices, informed about the availability of the online course(s) and made reference on the UNCTAD website. Apart from these actions, there was no further systematic course promotion by UNCTAD. The existence of the course was mentioned on an ad-hoc basis in meetings with Missions or other relevant stakeholders. Institutions of former workshop participants or other relevant stakeholders have not systematically been contacted to promote the course and to create synergies between different activities.

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[48] Reference is made to the questions 31 and 28, respectively; as not all questions were obligatory and different questions chosen as optional the numbering in English and French versions is not the same.

[49] Communication of UNITAR of 4 December 2013

At the discussion forum, in interviews with course participants and from evaluation feedback of the workshop in Lebanon, demand has been expressed for versions of the online course in Spanish and in Arabic languages, respectively. At present, the translation of the material in Spanish language has been completed as part of the project to be used in the workshop in Guatemala. The course transcription, i.e. preparing/re-formatting the face-to-face workshop material/modules in Spanish for the online course still needs to be done, financed with other resources, not related to the project.

The Arabic version of the online course and additional online courses in English and French are at the same stage as the Spanish online course, i.e. UNCTAD needs to identify, analyze and discuss different options regarding the funding. According to project management the implementation will be straightforward, once the appropriate channel of financing is identified. Courses in Arabic might be of special importance as some of the countries in this region are considered by the TCS project management having a "high likeliness" to integrate trade related economic dimensions into their next UNDAFs.

3.4   Sustainability

The continuation of benefits from a development intervention after major development assistance has been completed; the probability of continued long-term benefits; the resilience to risk of the net benefit flows over time

The main benefit of the project is the trade related knowledge accumulated in the workshops, online courses and the discussion forum to be utilized in home countries of participants for the discussion how to insert trade related aspects in the UNDAFs, and finally to integrate trade in the country plans.

To sustain the benefits it takes a few assumptions to hold true: (1) political interest of the governments of the participating countries in the theme; (2) an appropriate selection of participants as beneficiaries of the information, i.e. individuals who can in their professional role participate in and influence the discussion of country plans; and (3) an enabling environment at country level, i.e. a group of peers and staff at the institutions who are also appropriately informed about the theme to contribute to a strategic discussion.

This evaluation observes that knowledge will, at the level of each individual participant, likely sustain beyond project end. Knowledge is, for the majority of the participants, new and relevant for work. Participants in the discussion forum considered the presentations delivered as relevant or mostly relevant, with variations in the response between the different issues covered ((job creation and trade policy scored highest, i.e. 54% full agreement whereas 38% mostly agreed, and using trade to empower women scored relatively lowest). To a lesser extent the forum's wrap up debate was considered useful in providing concrete policy option on the way forward (only 15% fully agreed and 38% mostly)[50].

Sustainable changes at institutional/corporate level (national plans, UNDAFs) as aimed by the project, will be achieved only if the chain of assumptions presented above will hold true, i.e. the knowledge accumulated can be further disseminated and applied in the concrete discussion of UNDAFs or national plans and strategies. This depends mainly on the concrete role each participant has in the respective Government structures. About 50% of the respondents of the forum, or seven people, confirmed to be in a position in which they can be influential in this respect; the other half however, does not see this opportunity. For the online courses, the question was posed on a more general level, i.e. "is it likely that I will use the information acquired in the (online) course", and 65% (87 participants) of the second English course agreed strongly (48.3%) or mostly (17.2%) to this statement. "Use" does not necessarily mean use in the current role, but also, for example, for a PhD thesis on the subject, or as a credit for a next career step in-house or external. The relevance for the current professional role is expressed in another question, i.e. "the content of the course is relevant to my job". In this case, 36.8% agree strongly and 21.8% agree mostly. Selection of participants has thus not only had a direct influence on effectiveness of the project, but also to which extent results and services can be sustained.

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[50] Analysis of evaluation sheets by N. Depetris

One element of sustaining the services and benefits achieved so far is the broadening of knowledge within Governmental units directly dealing with national plans and UNDAFs. One such means is the participation of staff members in the online course. Among the alternatives offered by the project, it is the most cost efficient, with estimated cost of about 436 USD per participant[51].

One option to sustain these courses financially can be the introduction of a course fee, depending on the willingness and ability to pay of the participants and/or Governmental entities delegating participants. As the online courses were in the past offered free of charge to all participants, this option was not tested in course of the project. There is apparently an expressed demand[52] for more courses, in English and French, but also in Spanish and Arabic language. Willingness to pay can be also considered as an indicator of assumed ownership. It is not likely that further workshops or fora will take place without allocated external funding as the cost per participant are very high.

The course can go online only after UNITAR and UNCTAD have agreed on the cost sharing modalities. Furthermore a moderator has to be selected and contracted. No concrete solutions on cost coverage have been found, but a meeting with UNITAR is scheduled for early January 2014.

The project proposal did not include a sustainability strategy, and a phase out plan was not developed in course of implementation (see chapter 3.1.2). However, some follow up activities with a potential to sustain results and services beyond project end in the home countries of the participants has been proposed by TCS in a closed meeting[53]. Proposed steps would take place only after project end and without financial support of the project. It includes the following elements:

1. Sending a letter to the respective Ambassadors in the countries' Missions in Geneva (cc to UNCTAD) informing about the Geneva event and participants' individual views on it; some of the participants had been in touch with their missions in course of the meeting in Geneva already, and some of the Mission Heads participated also in the forum.

2. Project participants could organize a debriefing for close colleagues and / or a larger audience around the end of January / February, to share the material and to discuss the topics of the forum of particular national interest. Results of these de-briefings, if reported back to TCS, will also reveal information about the sustainability of project benefits and assumed ownership.

3. Informing the Resident Coordinator at home base about the meeting. This appears, depending on the respective role of the participant in the public services, more or less realistic (recall that only 55% of participants are assuming strategic positions).

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[51] Cost calculation see in chapter 3.2 Efficiency
[52] Expressed in structured interviews conducted by the evaluator with the forum participants in Geneva.
[53] MoM of the closed meeting with participants on 29.11.2013 and information shared by TCS in an email of 13.12.2013

TCS, in turn, plans to provide a platform for an online discussion forum on "Why Trade Matters in Development Strategies", offered free of charge for the Geneva forum participants. This forum, according to information of TCS, has been created and should be operational shortly. All forum material shall be uploaded. It aims to provide a platform for governmental officials to exchange views on the topic of the importance of trade in development strategies and to exchange practical country experiences. Ideally, it would become an informal network of government officials and run by one of the Geneva forum participants (still to volunteer) as the administrator. Only time will reveal if this will be a tool to actively sustain results and services of the project.

The potential of the final discussion forum in Geneva itself to actively foster elements of sustainability by establishing the connection between the project beneficiaries present from its outset and by networking throughout the forum has been only partly explored. It left room for improvement in future events. Answers from the 15 participants[54], [55] [56] confirmed the demand for more time for networking as well as for analysis and discussion of their country experiences.

- They would have appreciated an introduction meeting at the beginning of the forum. This viewpoint was echoed in the evaluation sheets distributed to the participants after the forum. They felt "that it would have been more productive to have a meeting before the forum to discuss the content of the forum and to establish relations and share experiences among participants"[57];

- They felt that there was a missed opportunity to share lessons, because there was not enough time dedicated to the country experiences. Some felt that clearer guidance or a mentor would have been needed to write the country case study papers, as the quality of the presentations varied, and some were merely country presentations[58]. [59],[60]

Project management confirmed that it has shared project document and agenda of the national/regional workshop in course of workshop preparation. No information has been evidenced what happened with the documents in the next level of communication after it had reached UNCTs and the respective countries' Geneva missions. Of the ten final beneficiaries at country level interviewed (10 people) nine persons stated that they had never seen the project document in full and its intervention logic. Nonetheless, most of the respective participants found the workshops and the online course relevant.[61]

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[54] Structured interviews held with ten out the fifteen participants; Evaluation sheets disseminated at the end of the forum and responded by 13 participants (the latter analyzed and summarized by forum moderator N. Depetris).
[55] Structured interviews were held in course of and after the forum
[56] Interview guidance template is attached in Volume II, annex 7 of the report
[57] Analysis of evaluation sheets by N. Depetris
[58] As exexpressed in the final evaluation sheets and structured interviews held in course and after the forum.
[59] Analysis of evaluation sheets by N. Depetris
[60] Series of structured interviews conducted with (10 of the 15) forum participants by the evaluator M. Zabel
[61] Evidence was provided by the project management that the DA Project S document and workshop agenda were sent to the RCs in the host countries. Project management confirmed that country missions have been involved, however no evidence was provided. This is not a contradiction to the observation made in the report.

3.5 Impact prospects

Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

In total, 437 people have been directly affected by the project, of which 146 people participated in the workshops, 291 graduated from the online course and 15 people participated in the discussion forum (11 of them have previously participated also in one of the workshops and four in the online course).

Table 7, Reach and gender balance of the project

Main Activity	People directly affected (participants in main activities)	Female participation
Workshops/ registered participants	146	not available
Online course/ graduates	291 in 3 courses	1st course English 35/60 or 37% women 2nd course English: 38/68 or 36% women 1st course French 19/74 or 20% women
Discussion Forum/ invited participants that finally participated (23 invited, 15 participated)	15 - 11 of workshops, 4 of online course, i.e. they benefitted of two main activities of the project	6/9 or 40%/ women
Grand total	**437**	not available

Source: Lists of participants

People have been "affected" by the project to different degrees. At a minimum level they have accumulated knowledge and been sensitized about the interrelations between trade and development and are able to reflect about the situation in their home country (see also chapter 3.4). In particular the participation in and graduation from one of the six weeks online courses is capacity building at individual level. The analysis of medium and long term effects can be subject of an ex post evaluation or review only.

For one of the host countries an unexpected positive effect was reported[62] which can be directly attributed to the project's intervention: In course of the workshop and its joint working experience in the simulation exercise the interaction between the delegates of the Ministry of Planning and those of other Ministries present became more fluent. This spirit continued after the workshop. A trade related inter-ministerial working group has gained momentum and is

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[62] Structured interviews were conducted with ten participants in the discussion forum.

meeting regularly. Negotiations on WTO accession have also reported to benefit from this new approach to work.

The evaluation sheet distributed after the forum revealed some information about impact prospects. Asked about the degree to which participants have utilized or will utilize (unspecified for what exactly) the acquired knowledge, five participants indicated that they will be fully able to utilize it whereas three responded mostly and five partly. On the question if they will be in the position to contribute to the respective discussions on UNDAFs, seven out of 13 respondents (55%) confirmed that they will be in the position to do so, and indicated their role as following:

- Being presently the government chair for poverty theme group on UNDAF (2008-2013)
- Promote capacity development of government officials and will have high involvement in their expertise.
- Involved in the Millennium Development Goal (MDG) programme.
- Formulating national trade and non-trade strategies and policies.
- Responsibility to influence the preparation of the national plans and strategies.
- Being staff member at the National Planning Commission, the agency responsible for preparing, coordinating, and evaluating UNDAF.

This latter group of participants will most certainly be in the position to assume ownership and participation in the formulation of UN Assistance/the UNDAF in the area of trade and productive sectors, or has already done so in the recent past. The remaining six respondents (or 45%) explained why they are not in the position to contribute to the discussion: Some are not in the position to influence at all; others are working at a technical-operational and not at strategic level, for example as a researcher, and thus are not getting directly involved. Some participants foresee to provide some indirect contribution to the discussion.

The majority of participants also expressed concrete plans or intentions to share the knowledge acquired at the discussion forum with superiors and peers at work. As the forum was coinciding with the end of the project little Information can be captured at present on further evidence for this or of resulting effects. It can be only concluded that the project has contributed to its stated objective, but there is no evidence that allows assessing to which extent.

End of December 2013, TCS has conducted a first analysis of the countries represented by Government officials in project workshops, comparing the past UNDAF with the current one (for those countries with UNDAFS that started after the respective regional seminar was conducted, otherwise effects could not have been related to the project intervention).

Based on this analysis some information has been captured on how knowledge has been utilized in the discussion of UNDAFs in the participating countries (mainly in those where the workshops have taken place at the beginning of the project).[63] Bhutan has been introduced as a case study in chapter 3.3, Effectiveness.

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[63] Structured interviews and forum evaluation template,

In the beneficiary countries Lebanon and Guatemala, national/regional workshops were only conducted towards mid and end 2013, respectively. Both countries have still ongoing UNDAFs for the period 2010 to 2014, and are in the process or about to start the discussion about their next UNDAF. Respective effects might thus only occur in future. In the meantime measures to sustain intermediate results achieved so far could be well placed, should demand be expressed, for example for trade related online courses.

In eight countries, i.e. Lesotho, Bhutan, Nepal, Djibouti, Cameroon, Palestine, Sudan and Yemen, some changes in line with the project objectives have been identified.[64],[65] Six of the UNDAFs mention more prominently economic growth; in three there are more cluster agencies mentioned than in the previous UNDAF, in one case the cluster is mentioned for the first time; finally, in two countries, for Lesotho and Bhutan, trade is explicitly mentioned in the current UNDAF. In the case of Bhutan, UNCTAD is mentioned in the One Programme, but the budget lines remains zero as there is no budget available yet; the impact is limited to an indication of the Government of Bhutan's manifested interest to include the trade theme into the country's development strategy.

Lesotho, Djibouti, Bhutan, Nepal, Sudan and Yemen are also Enhanced Integrated Framework (EIF) countries, and it is likely that synergies between the two projects have strengthened or will strengthen the results at country level. Sudan, Bhutan and Yemen are also in different stages of the WTO accession process[66]. Further trade related support is provided through Aid for Trade, and Bhutan is number 15 of top recipients for the period 2006 to 2010 (2,769.38 Mio USD disbursements), Nepal is 16th, Yemen 24th, Lesotho 29th and Djibouti 32th[67]. Without being able to determine the exact interrelations and synergies, substantial contributions of other (financially much bigger) programmes and initiatives to the increase of trade orientation in these countries can be taken as given. It is difficult to distinct the respective contributions of either of the projects and initiatives without further in-depth analysis (for example EIF, Aid for Trade, Initiatives related to WTO accession and DA account project).

Gender related effects have not been tracked by the project; participation of women and men has not been systematically disaggregated in progress reporting.[68]

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[64] An overview provided by the project management; multiple changes in same country occurred
[65] This evaluation will not refer to the group of countries that TCS indicated as those where according their assessment it will be "likely" that change regarding the three categories of changes will occur in future. This should be elaborated in a more in-depth analysis, 6-12 months after project end.
[66] EIF midterm evaluation, 2012, http://www.enhancedif.org/en/document/mid-term-review-eif
[67] EIF midterm evaluation, 2012, http://www.enhancedif.org/en/document/mid-term-review-eif
[68] UNITAR has contributed a gender aggregated list of participants; the results are shown in table 7 above.

Chapter 4: Conclusions and Recommendations

This is the final evaluation of the project, and project closure is coinciding with the submission of the evaluation report; the conclusions and recommendations expressed below are forward looking, aiming to be useful in the conception of future, similar projects. The chapter shall be read as good practice and lessons learned guidance drawn from this project.

4.1   Conclusions

The main conclusions regarding this project are the following:

Relevance and Design

- The project was relevant and remains so. It could have been more thorough in the early identification of main countries that will soon start discussions of a new UNDAF to host a workshop involved and verification of their interest to participate prior to the submission of the project proposal. It would have benefited the smooth start of implementation.

- The design of the project shows room for improvement, in particular related to the logframe, the levels of results, choice of indicators and sources of verification. The analysis and mitigation of risk factors and an inbuilt sustainability strategy are missing in the project proposal.

- The guidance for drafting project proposals provided by the DA account office has improved since 2008, when the project was conceived. It is providing more precise and detailed instructions on how to develop the proposal, so that it can be used as a management tool and as a communication instrument with the main stakeholders. It also more clearly defines the role of the internal evaluation units of the applying organization

- The final beneficiaries, i.e. the participants of the milestone activities, i.e. workshops, online courses and Geneva discussion forum, had no direct input to the design of project proposal and to the implementation of the milestones. There was no formal needs or demand analysis carried out with the final beneficiaries at Governmental and nongovernmental institutions at country level prior to the implementation of milestone activities of the project, i.e. the workshops and the discussion forum. However, information on the project was provided by the project management to the RCO and the Geneva Missions prior to the events.

Efficiency, Effectiveness

- The project has implemented the activities related to its three milestones, i.e. the workshops, the online courses and the discussion forum, and has reached the targeted quantitative outputs in most of the instances. It has allocated unspent funds and reallocated budget, respectively, to produce additional outputs for the online course and has introduced measures to increase project's cost efficiency. For the activity with the highest cost per participant, the discussion forum, the targeted number of participants was 23, and the result remained with only 15 participants in the end[69].

- The project was timely for those countries in which the next UNDAF was under discussion and/or revision. Indicative host countries for national/regional workshops were identified in the project proposal through the DOCO rolling UNDAF list. 1.5 years later, when the project was awarded, four countries confirmed their interest. In one case, Columbia, the assumed interest was not confirmed and the country was replaced by Guatemala. Countries to join the regional workshop were recruited from Central America.

- The online course of UNCTAD in cooperation with UNITAR was offered free of charge in UNITAR's "financial management and trade" series. For UNCTAD it has shown an unprecedented high demand for enrollment. The opportunity to actively relate the online course participation to the countries and institutions involved in the national and regional workshops to strengthen the outputs has not been used. The three courses have covered a large number of countries (43 and 51 Anglophone, 25 Francophone, respectively), but has, unconnected to other activities or projects, mainly contributed to individual knowledge increase rather than to an institutional capacity building in the countries of origin.

- The first three online courses were spread over a large number of countries, in many cases with one person per country only. In the way the course was implemented there is a trade-off between breadth of countries covered and depth of capacity built at institutional level In order to achieve also institutional capacity results, the participants should be targeted more specifically, and participants should not be spread too thinly.. In particular as the budget is modest, targeting is important.

Sustainability, Impact

- At the end of the project, first impact prospects and first indication of impact is seen. Bhutan provides a country show case for good practice.

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[69] Following reasons were addressed by the invitees that did not attend: Visa denial, demands of the hierarchy, and other important meetings on the agenda, for example the III Round of negotiation for the Central American Custom Union, held in Panama during the week of November 25 to 29, 2013. Four invitees did not respond at all. Requirements of the Ninth Ministerial Conference in Bali 3 to 7 December 2013 caused the Delegate of Mail to leaving the discussion forum after day one. Information provided by project management, dated 10 Feb. 2014.

- Follow up activities have been agreed to sustain project outputs and results, including voluntary dissemination of knowledge acquired by the participants to their peers and staff, and an online forum hosted by UNCTAD and managed by a volunteering workshop alumni. Time will show if and how these initiatives are working in practice.

- There was hardly any reported follow-up monitoring with RCOs/UNCTs on project progress in the participating countries and the regional partner organizations; the progress reporting provided only basic information mainly at activity level. This would have helped to assess the progress at result level and regarding phasing out strategies. After project funding from UNCTAD ended on 31 December 2013, an active role of the RCOs and UNCTs is crucial at country level for sustainability of services delivered by the project.

- Sharing of information between former participants and their peers and staff is a step to spread the knowledge and ideally to create a critical mass of relevant staff member who are dealing directly and indirectly with the negotiations of UNDAFs in their respective countries. There was no clearly established link between the group of workshop participants and the participants in the online course other than meeting in the final discussion forum. Such a link would increase sustainability through a critical mass informed about trade and development being part in the UNDAF discussion at country clear.

- Selection of the right participants is one key element to contribute not only to management capacity but to institutional capacity building. Interaction between the project and policy level is required to secure that the results are embedded in the organizational structures of the Government services. Although it was noted that the final selection is done by the respective Governments, UNCTAD establishing clearer criteria and to receive applications with CVs would have facilitated the targeting and contributed to both the sustainability and the impact prospects of the project.

4.2   Recommendations

Based on the findings and conclusions, the following recommendations are made:

UNCTAD project management

- Ensure coherence between project objectives, intended results, budget and timeframe; ensure focus on immediate objectives in line with planned interventions, and to avoid reference to higher level objectives in project title; project design should not accommodating overambitious objectives possibly loosing the proportion between (financial and human resources) means and scope.

- It would have been an advantage to the project and its beneficiaries if a clearer sequence and connection between the workshops, the online course and the discussion forum would have been established from project outset.

- In case of involvement of partners from cluster agencies, it should be decided on a case by case basis which form of cooperation is the most suitable to achieve and to sustain results, i.e. an unpaid collaboration or a joint project/programme. For joint projects also, budgets have to be made available for all participating partners according to their planned input to implementation and results.

- Consider setting up an ex-post survey for 6-12 months after the end of the project to generate more in-depth information about the sustainability of results and project impact at participating country level, to clarify which changes have happened, and which concrete evidence that changes that have happened in UNDAFs are a consequence or can be directly related to the DA project.

- Awareness rising and capacity building require different levels of input. Institutional and management capacity building requires right targeting AND creation of a critical mass within a structure. Targeting and profiling of participants in the interventions is core for effectiveness, if institutional capacity building is aimed at the results level. Individual satisfaction is not a sufficient indicator in the achievement of capacity building. Individual learning satisfaction should be directly linked to institutional usefulness and application at work to reach – in the medium term – the anticipated results and objective.

- To provide clear guidance in the preparation of future case study papers, addressing the linkage to the results and objective of the project, and provide QA/follow up prior to the forum, performed by the project management and/or the external consultant hired to moderate the forum to improve the quality and results- orientation of the presentations.

- For the proposed online discussion forum, make all material and presentations from the forum in Geneva available and bring it online. Support the alumni in the process of nominating an administrator and in establishing the network. Consider to widen the audience to all former workshop participants (and to consider including also the online course graduates). UNCTAD to set aside necessary resources to keep the platform technically running.

- To consider sustainability from the project design phase onwards and to integrate respective activities in the project design to sustain results. , for example to include an exit strategy and a risk analysis, and internally monitor sustainability development.

- Gender concerns should be mainstreamed into the objectives of a project; gender considerations should not only be introduced as one topic into a series of presentations, without being engrained into its objectives; female and male participation should be monitored and reported against. Consider a seminar on gender monitoring for the technical staff of UNCTAD, to provide tools at hand to integrate a gender perspective into the project proposal and its implementation.

- UNCTAD could have accompanied the process closer by providing a detailed search profile and respectfully ask for receipt of CVs and job profile in the home Government to provide a pre-selection It is UNCTAD's responsibility to secure that all candidates participating in the workshop are fully matching the required profile.

- A risk analysis from project's outset would have avoided or mitigated some of the risks that actually occurred, for example looking at the question of confirming interest of partner countries in a short period of time, or limited availability of former workshop participants available for the discussion forum.

UNCTAD project management and UNCTAD evaluation *and monitoring unit (EMU)*

- To enhance quality of project design it should be agreed between the UNCTAD divisions, EMU and DESA, and measures to be taken in case of non adherence to the guidelines (see also below).

UNCTAD and Development Account Office

- For future DA projects to clarify who is mainly responsible for quality assurance in the process of drafting project documents, and which are the minimum conditions regarding quality of project design in concept note and project proposal document. Consider a meeting between the Development Account Office and the M&E heads of UNCTAD and other agencies applying for DA project grants to take stock of the status and quality of

project proposals and seeking to clarify which tasks within the QA process should be assumed by whom.

- Within the limits of internal regulations, DA office to look into the possibilities to integrate two thematically related projects into one intervention logic and eventually one joint budget (as for project S and AV) not to establish an artificial distinction in the intervention logic; but utilize same indicators and results where applicable.

UNCTAD and UNITAR

- To sustain project results, UNCTAD should discuss with UNITAR how the online courses introduced during this project can be continued in the future. There are several options that should be looked into: (1) Integrate the cost for future courses into another thematically closely related project; (2) Introduction of a course fee, the feasibility of a preferential fee for institutions related to the project, waving the fee for those participants related to institutions that have participated in the workshops if they graduate successfully.

- In the light of the changes that have taken place in some of the Arabic speaking countries and the assessment of TCS that integration of trade related themes in the UNDAFs in countries in the region appears likely, consider to offer the course also in Arabic. This can also be seen as a contribution to support this fragile region in their development efforts, given a clear demand from the respective Governments.

- Once agreement has been reached on how to finance the courses, to go online with the next round of online courses in English and French; contact the respective country representatives and missions in Geneva that had expressed demand (for example, Bhutan, Nepal, Mali, Togo, Rwanda); to inform those Governments that are in the process of definition of their new UNDAF about the course to that they can let their peers and staff apply.

- Once agreement has been reached on how to finance the courses, also continued with the preparation or finalization, respectively, of course material in Spanish and in Arabic language versions and to contact respective former participants and their missions in Geneva to confirm their demand. In particular for the two most recent workshops, in Lebanon and in Guatemala, both with current UNDAFS ending in 2014, it would be important not to lose the momentum gained through the previous project activities and developments in country.

**Management Response to the External Evaluation of Development Account
Projects 1011S (7th tranche) and 1011AV (7th extended tranche)**

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Prepared by

**Technical Corporation Service
Division of Management, UNCTAD**

March 2014

I.   Introduction

1.   The project management would like to thank Ms. Monika Zabel for her evaluation of the two Development Account projects that UNCTAD's Technical Cooperation Service (TCS) has implemented over the period 2011-2013. Over a period spanning three months she has done a desk review of documents relevant to the project, conducted interviews with many stakeholders in the project, including beneficiaries, staff from UN agencies involved in these projects and of course the project manager. She was also present at the final event of the project, the discussion forum organized in Geneva.

2.   Project management welcomes this report and will ensure that the lessons learned contained in the report will be taken into consideration when designing and implementing future projects.

3.   This management response provides the comments of the project manager on the evaluation report.

II.   Assessment of the findings

4.   Project management is encouraged by the findings of the evaluation that the project was relevant and remains so, as evidenced by most of the participants contacted by the evaluator and that first impact prospects and a first indication of impact can be seen.

5.   The evaluator also identifies a number of areas of improvement and, building upon those areas of improvement, makes a number of recommendations that we would like to address one by one further below in this document.

6.   The project management would like to announce its intention to take on board those recommendations that it agrees with and to ensure that they are taken duly into account in future projects.

A. Recommendations for UNCTAD project management[70]

	Recommendations of the evaluator	Management response / comments
1	**Bullet point one:** *"Ensure coherence between project objectives, intended results, budget and timeframe; ensure focus on immediate objectives in line with planned interventions, and to avoid reference to higher level objectives in project title; project design should not accommodating overambitious objectives possibly losing the proportion between (financial and human resources) means and scope."*	Project management does not see incoherence in the projects' logframe. It also does not believe that the objective was overly ambitious. Probably the choice of indicators of achievement could be improved. The project management has verified that in a number of target countries trade had been included as a key component of UNDAFs and that the interlinkages of trade and the sectoral components of UNDAFs had also been taken into account (e.g. Afghanistan, Bhutan, Cameroon, Djibouti, Fiji, Lesotho, Nepal). To what extent this is the result of the projects' activities is difficult to assess, though project management is convinced that in most cases it contributed towards the goal.
2	**Bullet point two:** *"It would have been an advantage to the project and its beneficiaries if a clearer sequence and connection between the workshops, the online course and the discussion forum would have been established from project outset."*	The face-to-face workshops and the online courses were not designed to be complementary and it was not the intention of the project to connect these two modalities of dissemination of the training material, but rather to reach out and make the training material available to a wider audience. The training modules originally designed and used for the face-to-face workshops were subsequently adapted to the online format, so the two modalities of training and dissemination actually covered the same

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[70] Page 46 of the evaluation report

Recommendations of the evaluator	*Management response / comments*
	areas, that is the online courses were not a follow up of the face-to-face courses.
	Management however takes note of the recommendation and will consider in future projects the convenience of combining the two training modalities, for example considering an online course that will follow up on the face-to-face course.
	As to the connection between the workshops and the discussion forum in Geneva, all workshop participants were duly informed of the final event in Geneva, i.e. the discussion forum, while also highlighting that the final event would not be accommodating all the participants.
3 **Bullet point three:** *"In case of involvement of partners from cluster agencies, it should be decided on a case by case basis which form of cooperation is the most suitable to achieve and to sustain results, i.e. an unpaid collaboration or a joint project/programme. For joint projects also, budgets have to be made available for all participating partners according to their planned input to implementation and results."*	This project was not designed as a project to be implemented jointly with other agencies and therefore no budgets were made available to UN agencies that participated in the design of the training material and in delivering the workshops. Pros and cons of joint delivery with other UN agencies will be duly considered in future projects.
4 **Bullet point four:** *"Consider setting up an ex-post survey for 6-12 months after the end of the project to generate more in-depth information about the sustainability of results and project impact at participating country level, to clarify which changes have happened, and which concrete evidence that changes that have happened in UNDAFs are a consequence or can be directly related to the*	Point well taken. A first basic research on this topic was already conducted in January 2014 and a more detailed research / survey will be conducted later in the year.

Recommendations of the evaluator	Management response / comments
DA project."	
5 **Bullet point five:** *"Awareness rising and capacity building require different levels of input. Institutional and management capacity building requires right targeting AND creation of a critical mass within a structure. Targeting and profiling of participants in the interventions is core for effectiveness, if institutional capacity building is aimed at the results level. Individual satisfaction is not a sufficient indicator in the achievement of capacity building. Individual learning satisfaction should be directly linked to institutional usefulness and application at work to reach – in the medium term – the anticipated results and objective."*	Project management agrees with this statement. However, it does not have the impression that participants were not correctly targeted. The responses to one of the questions in the anonymous questionnaire that was handed out to participants after the workshops leads UNCTAD management to believe that most participants had the right profile. The question that was asked in the questionnaire was whether they would be able to use what they had learned during the workshops in their professional activities. Over 90% of participants responded positively to this question.

Please also see point 10. |
| 6 **Bullet point six:** *"To provide clear guidance in the preparation of future case study papers, addressing the linkage to the results and objective of the project, and provide QA/follow up prior to the forum, performed by the project management and/or the external consultant hired to moderate the forum to improve the quality and results- orientation of the presentations."* | Point well taken. |
| 7 **Bullet point seven:** *"For the proposed online discussion forum, make all material and presentations from the forum in Geneva available and bring it online. Support the alumni in the process of nominating an administrator and in establishing the network.* | All points except the last one were / are planned to be carried out. The online discussion forum has been created and the network has been established. As to resources, UNCTAD has no resources to manage the platform, but will eventually hand |

Recommendations of the evaluator	*Management response / comments*
Consider to widen the audience to all former workshop participants (and to consider including also the online course graduates). UNCTAD to set aside necessary resources to keep the platform technically running."	over the management to one of the members of the network.
8 **Bullet point eight:** *"To consider sustainability from the project design phase onwards and to integrate respective activities in the project design to sustain results. , for example to include an exit strategy and a risk analysis, and internally monitor sustainability development."*	Project management believes that once the economic and/or trade component has been taken up in the UNDAF there is a strong probability that it will remain there in future UNDAFs, thereby ensuring sustainability. In any case, point well taken that sustainability is and should be always a major concern at all stages of the project cycle.
9 **Bullet point nine:** *"Gender concerns should be mainstreamed into the objectives of a project; gender considerations should not only be introduced as one topic into a series of presentations, without being engrained into its objectives; female and male participation should be monitored and reported against. Consider a seminar on gender monitoring for the technical staff of UNCTAD, to provide tools at hand to integrate a gender perspective into the project proposal and its implementation."*	Point well taken.
10 **Bullet point ten:** *"UNCTAD could have accompanied the process closer by providing a detailed search profile and respectfully ask for receipt of CVs and job profile in the home Government to provide a pre-selection It is UNCTAD's responsibility to secure that all candidates participating in the workshop are*	UNCTAD clearly indicated the profile that the workshop participants were required to have. The target audience were government officials directly involved in development planning processes, preferably not trade experts, e.g. from ministries of planning, finance, presidential offices, etc. The final choice was however left to the respective governments.

Recommendations of the evaluator	Management response / comments
fully matching the required profile."	In future projects UNCTAD will consider the possibility of playing a more active role in the selection of workshop participants.
11 **Bullet point eleven: "***A risk analysis from project's outset would have avoided or mitigated some of the risks that actually occurred, for example looking at the question of confirming interest of partner countries in a short period of time, or limited availability of former workshop participants available for the discussion forum."*	UNCTAD project management does not consider this to be a main point. All countries except one showed a great interest in participating in the workshops. A substitute for the non-interested country for hosting one of the regional workshops was quickly found in the same region without affecting the potential impact of the projects' activities.

B. Recommendations for UNCTAD project management and the UNCTAD evaluation and monitoring unit (EMU)[71]

Recommendations of the evaluator	Management response / comments
1 *"To enhance quality of project design it should be agreed between the UNCTAD divisions, EMU and DESA, and measures to be taken in case of non-adherence to the guidelines (see also below)."*	An internal quality assurance for DA project documents is already in place. See also next point.

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C. Recommendations for UNCTAD and the Development Account Office[72]

	Recommendations of the evaluator	Management response / comments
1	**Bullet point one:** *"For future DA projects to clarify who is mainly responsible for quality assurance in the process of drafting project documents, and which are the minimum conditions regarding quality of project design in concept note and project proposal document. Consider a meeting between the Development Account Office and the M&E heads of UNCTAD and other agencies applying for DA project grants to take stock of the status and quality of project proposals and seeking to clarify which tasks within the QA process should be assumed by whom."*	The quality assurance process for Development Account projects has been in place for a long time. Project proposals undergo a first internal quality check by both TCS and EMU before they are send to the DA office in New York, who provides further comments/suggestions. The proposal typically goes back and forth between UNCTAD and the DA office several times before it is either discarded or deemed ready to be presented to the DA Steering Committee, which either approves it or not. Detailed guidelines both for the preparation of concept notes and for project documents for each DA tranche are made available by the DA office. UNCTAD believes that this process has proven to be reliable and efficient.
2	**Bullet point two:** *"Within the limits of internal regulations, DA office to look into the possibilities to integrate two thematically related projects into one intervention logic and eventually one joint budget (as for project S and AV) not to establish an artificial distinction in the intervention logic; but utilize same indicators and results where applicable."*	

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D. Recommendations for UNCTAD and UNITAR[73]

	Recommendations of the evaluator	Management response / comments
1	**Bullet point one:** *"To sustain project results, UNCTAD should discuss with UNITAR how the online courses introduced during this project can be continued in the future. There are several options that should be looked into: (1) Integrate the cost for future courses into another thematically closely related project; (2) Introduction of a course fee, the feasibility of a preferential fee for institutions related to the project, waving the fee for those participants related to institutions that have participated in the workshops if they graduate successfully."*	Points well taken. Project management has discussed with UNITAR the next steps forward, as had been planned. Both institutions have already had two meetings (January and March) on this matter and are currently contacting potential donors for the possible funding of re-runs of the joint UNCTAD/UNITAR online courses in English and French, as well as offering the courses in Spanish, Russian and Arabic. The introduction of a course fee has also been considered.
2	**Bullet point two:** *"In the light of the changes that have taken place in some of the Arabic speaking countries and the assessment of TCS that integration of trade related themes in the UNDAFs in countries in the region appears likely, consider to offer the course also in Arabic. This can also be seen as a contribution to support this fragile region in their development efforts, given a clear demand from the respective Governments."*	Point well taken. Provided necessary funds are available, UNCTAD and UNITAR will offer an online course in Arabic, as planned. See also previous point.
3	**Bullet point three:** *"Once agreement has been reached on how to finance the courses, to go online with the next round of online courses in English and French; contact the respective country representatives and missions in Geneva that had expressed demand (for*	Point well taken.

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Recommendations of the evaluator	Management response / comments

example, Bhutan, Nepal, Mali, Togo, Rwanda); to inform those Governments that are in the process of definition of their new UNDAF about the course to that they can let their peers and staff apply."

4   **Bullet point four:** *"Once agreement has been reached on how to finance the courses, also continued with the preparation or finalization, respectively, of course material in Spanish and in Arabic language versions and to contact respective former participants and their missions in Geneva to confirm their demand. In particular for the two most recent workshops, in Lebanon and in Guatemala, both with current UNDAFS ending in 2014, it would be important not to lose the momentum gained through the previous project activities and developments in country."*

See responses to previous two points.

Annexes of the Evaluation Report

Table of Contents

Annex 1   Terms of Reference

Terms of Reference (TOR)

External Evaluation of UNCTAD's Development Account 7th Tranche Project -
Integration of the Trade Dimension in the United Nations Development Assistance Frameworks and
Enhancing National Ownership of Trade-related Assistance in the UN Country-level Development Plans

1. Introduction and Purpose

The projects implemented by the United Nations Conference on Trade and Development (UNCTAD),
entitled: "Integration of the Trade Dimension in the United Nations Development Assistance Frameworks
(Project S)" and "Enhancing National Ownership of Trade-related Assistance in the UN Country-level
Development Plans (Project AV)", will end in December 2013. In compliance with the requirements of the
Development Account, which supports this project (7th tranche), the projects will need to undergo an
external terminal evaluation.

This evaluation should assess, systematically and objectively, the project framework and design, project
management, and project performance. The evaluation should provide information that is credible and
useful, and practical, constructive and forward-looking recommendations are made in order to strengthen
the work of UNCTAD in this area.

The primary audiences of the evaluation report are UNCTAD management and programme officers, the
Capacity Development Office/Development Account of DESA project stakeholders, UNCTAD's member
States, Agencies of the UN Inter-Agency Cluster on Trade and Productive Capacity and other
stakeholders.

2. Background

Surveys of UN Development Assistance Frameworks (UNDAFs) in 2006 and 2007 show that less than
20% of the UNDAFs in 120 countries included a reference to trade and investment issues. As a result, the
role of economic and trade related issues in the UNDAFs in achieving poverty reduction and development
goals has been marginal.

At the country level, low awareness of the government entities and other stakeholders of the importance
of trade policy and trade related assistance in development plans affected their capacity to mainstream
trade and productive capacities into their national development plans.

At the same time, there was insufficient inter-agency cooperation in the area of trade and productive
capacities at the country level among development partners. Links between the Enhanced Integrated
Framework (a six-agency trade related assistance mechanism), the Aid-for-Trade and the One UN plans
still need to be consolidated in terms of policy and operational coherence with the UN country assistance
plans.

The goal of the two Development Account projects is to increase the policy coherence between the international economic environment and the domestic development goals and inter-linkages between trade and the sectoral components of national development plans. The projects aim at enhancing national capacities to formulate UN assistance plans that take due account of economic and trade related issues and to coordinate the required inter-agency actions in view of national development goals.

The first project, "Integration of the Trade Dimension in the United Nations Development Assistance Framework" started in July 2010 is expected to finish by the end of 2013. The second project, "Enhancing National Ownership of Trade-related Assistance in the UN Country-level Development Plans", started in 2012 and serves as an extension of the first project to provide similar activities in other countries and to follow up and intensify activities in the first project's target countries.

The expected accomplishments of the project S are as follows:

(i) Increased participation and ownership of national Governments and other key stakeholders in the formulation of UN assistance programmes and activities on trade and productive sectors in selected countries.

(ii) Enhanced capacity of national Governments to utilize information and knowledge on current and potential assistance of the UN system on trade and productive sectors to benefit national development strategies.

(iii) Improved policy and operational coherence among relevant UN entities and the donor community providing development assistance on trade and productive sectors to the least developed and land-locked developing countries, especially by better aligning with the EIF and PRSPs.

The expected accomplishments of the project AV are as follows:

(i) Increased ownership and participation of national governments and other stakeholders in the formulation of the UNDAF in the area of trade and productive sectors.

(ii) Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade-related assistance by national authorities, stakeholders and donors.

The main activities of the two projects include the development of training materials (including different language versions), development of online training courses, national and regional training and awareness workshops, and one global meeting. Activities have been implemented in Lesotho, Mali, Nepal, Beirut and Guatemala.

These two projects are aligned with the objective of sub-programme 3- International Trade, within the scope and priorities of the Biennial Programme Plan of UNCTAD (2010-2011). They also support UNCTAD's mandate and role as lead of the UN Interagency Cluster on Trade and Productive Capacities, which is specified under subtheme 4 of the Accra Accord.

The two projects contribute to Millennium Development Goal (MDG) number 8, by supporting policies encouraging development and reducing poverty.

Both projects have been executed by UNCTAD, in close collaboration with relevant governmental counterparts, the relevant UN Regional Commissions, UNITAR, UN Resident Coordinators, and other relevant members of the UN Interagency Cluster on Trade and Productive Capacities.

3. Scope of the Evaluation

The evaluation will consider all activities that have been implemented under the two projects and should address the following issues:

a) Relevance
• Whether the project design and choice of beneficiaries and activities have properly reflected and addressed the needs of the beneficiaries, taking into account UNCTAD's mandates, and alignment with the objectives of the Development Account;
• Whether the planned and actual activities and outputs of the projects were consistent with the intended outcomes and impact;
• What is UNCTAD's comparative advantage in this area of work;

b) Effectiveness
• Whether the activities have achieved planned objectives as enunciated in the project's logframe and produced beneficial results;
• What were the main factors influencing the outcomes of the projects, either negatively or positively; what are the lessons to be learned to mitigate risks in carrying out similar projects in future;
• Have the projects contributed to enhancing inter-agency coherence and joint initiatives among relevant agency members of the UN Inter-Agency Cluster on Trade and Productive Capacity;

c) Efficiency
• Have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes;
• Have all the project activities been delivered in a timely manner;
• Is there evidence of synergies and complementarities between the two projects;

d) Sustainability
• Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether beneficiary country stakeholders and development partners were actively involved in the initiation, design and implementation of the project;

e) Impact
• Whether any outcomes (intended and/or unintended) in beneficiary countries are evident following the intervention by UNCTAD.

4. Deliverables and Expected Output

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 two projects.

More specifically, the evaluation should:

• Highlight what has been successful and can be replicated elsewhere;
• Indicate shortcomings and constraints in the implementation of the projects 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 under this area and related projects can be strengthened.

Three deliverables are expected out of this evaluation:
1) An inception report;
2) A first draft evaluation report; and
3) The final evaluation report.

The inception report should outline the evaluator's understanding of the issues under evaluation including an evaluation framework, and a detailed work plan with the timeframe. The evaluation framework should include a matrix relating evaluation issues and questions to evaluation criteria, indicators, sources of information and methods of data collection.

The first draft report should be presented to the Evaluation and Monitoring Unit and relevant stakeholders for quality assurance and factual corrections, if any.

The final output of the evaluation is a report that must compose below key elements:
1) Executive summary (maximum 2 pages);
2) Introduction of the evaluation background and a brief description of the projects, the budget utilization and the project activities and outputs;
3) A clear description of the methodology used;
4) Findings and assessments according to the criteria listed in Section 3 of this ToR;
5) Conclusions and recommendations drawn from the assessments.

In the evaluation report, all the assessments made must be supported by facts and findings, direct or indirect evidence, and/or well-substantiated logic. It follows that all the recommendations made should be supported by the assessments made.

The evaluator is required to submit a separate final list of those interviewed, for the record. If necessary, the report may be accompanied by a supplement including supporting materials. If English is not the native language of the evaluator, he/ she is requested to ensure that the final report be copy edited before submission to UNCTAD.

5. Methodology

The evaluator must use a mixed-method approach to triangulate all available data sources to reach conclusions and findings. Such evaluation methodology may include but is not limited to the following:
• Review of relevant project documents and relevant materials;
• Face-to-face interview and/ or telephone interviews with relevant UNCTAD staff;
• Face-to-face interview and/ or telephone interviews with direct beneficiaries and other relevant stakeholders;
• Surveys of workshop participants and project partners, as may be required;
• Analysis of the data collected.

All relevant materials will be provided to the evaluator including but not limited to:
Project documents and reports; mission reports; progress reports, self-assessment reports, publications, documents and/or reports produced through the project, material used for activities; training materials; resource-use information; list of beneficiaries and workshop/meeting participants, counterparts and resource persons; existing feedback (assessments, letters, surveys, etc.).

6. Description of Duties

The evaluator reports to the Chief of the Evaluation and Monitoring Unit. He or she will undertake the evaluation exercise under the guidance of the Evaluation and Monitoring Unit and in coordination with the project manager. The evaluator will be responsible for the evaluation design, data collection, assessment and reporting. The evaluator must take full responsibility for the contents of the report generated and ensure its independence and accuracy.

The evaluator should observe the United Nations Evaluation Group (UNEG) guidelines, standards, and norms for evaluations in the UN system, as well as UNCTAD's Evaluation Policy, in the conduct of this assignment.

7. Timetable

The total duration of the evaluation is equivalent to 21 days of work and will take place between 1 November, 2013 to 17 January 2014.

Activity breakdown in Days
Desk research and study of relevant documentation: 3 days
Preparation of inception report and data collection tools: 2 days
Interviews with UNCTAD staff: 1 day
Observation of project event and interviews with event participants
(28- 29 NOV, Geneva)*: 2 days
Further follow-up with other stakeholders: 3 days
Data analysis and draft report write up: 7 days
Final report write up: 3 days

Note:
*: The evaluator needs to make himself/ herself available during the week of 25 November to conduct interviews or a focus group discussion with participants at the final event organized by this project. The tentative dates for the focus group discussion is scheduled to be between 28- 29 November, 2013.

8. Monitoring and Progress Control

The evaluator must keep the Evaluation and Monitoring Unit informed of the progress made in the evaluation on a weekly basis. The evaluator will also present the draft report to the Evaluation and Monitoring Unit 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 1 week). To this end, a draft of the report must be presented by 20 December 2013 for verification by the Evaluation and Monitoring Unit and the project manager, before submission of the final report.

The deadline for submission of the final report will be 17 January 2014.

9. Qualifications and Experience

• Education: Advanced university degree in economics, or related field.
• Experience: At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of trade-related technical assistance and capacity building. It is also desirable that the evaluator has good trade expertise and is familiar with development planning, especially the UNDAFs.
• Language: Fluency in oral and written English. Knowledge of Spanish and/ or French is a plus.

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.

11. Applying for the consultancy

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:
• Cover letter stating why you are suited for this work, your available start date and work experience, especially evaluation experience;
• Detailed CV
A sample of a recent evaluation report should be submitted as a reference.

Applications with the above details should be sent to evaluation@unctad.org

Annex 2   Logframes

A : LOGICAL FRAMEWORK, DA 7th tranche, project S[74]

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Objective The objective of this project is to contribute to policy coherence: (a) between the international economic environment and the domestic development goals and (b) between the sectoral components of the national development plan. For this purpose the project will contribute to: (i) mainstreaming trade and productive capacities' goals in the national development plans, and (ii) ensuring UN inter-agency coordination for this purpose.			It is assumed that targeted beneficiaries are committed to the project objective and prepared to actively participate in the proposed capacity building activities, national seminars and regional workshops.

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[74] For the draft final report the two Logframes will be merged.

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Expected accomplishment 1 Increased ownership and participation of national Governments and stakeholders in the formulation of UN assistance	A. Increased number of consultations held with Government officials (ministries in charge of planning/economy/trade) and national stakeholders of trade-related assistance during the formulation of new UNDAFs, "One UN" plans and other initiatives at the country level B. Increased quality of these consultations from the point of view of the involvement of all concerned Governmental entities, business sectors, civil society, academia and donors' representatives	Number of requests by national authorities, donors, UNRC and UNCTs for inter-agency trade-related technical assistance; Entities have participated in the consultations Beneficiaries as users and participants	
1.1. Main activity Three capacity-building missions (one per region) at the field level of UNCTAD staff and staff of agencies of the Cluster as required for a timely intervention of the Cluster in the UNDAF process.			

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Expected accomplishment 2 Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade-related assistance by national authorities, stakeholders and donors.	A. Increased number of trade-related assistance operations requested by national authorities according to national goals and effectively included in the UNDAFs, "One UN" plans and other United Nations assistance initiatives B. Increased number of inter-agency trade-related operations requested by national authorities and effectively included in the UNDAFs, "One UN" plans and other United Nations assistance initiatives	Number of trade-related operations included in UNDAFs that address national development goals and priorities. Beneficiaries as users and participants	

2.1.   Main activity

One three to four-day training and consultation workshop in Geneva, organized by UNCTAD in cooperation with the agencies of the Cluster, for the Government officials of the selected countries in charge of planning development assistance (one official per country). This workshop will include: two to three days on the role of trade in development processes and trade-related assistance issues, from an international perspective and with a particular focus on the international trading system, and one day for consultations on national needs with the agencies of the Cluster, donor and developing countries on aid for trade issues. The United Nations Resident Coordinators and country teams will be informed about the results of this workshop.

2.2.   Main activity

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Preparing training inputs and other materials on trade-related assistance to be disseminated and used in the activities listed below, among agencies, donors and stakeholders in all regions and in United Nations bodies such as CEB and the United Nations Development Group. These inputs and materials should be adaptable to country-specific requirements.			
Expected accomplishment 3 In the case of the LDCs, improved policy and operational coherence among the various development assistance areas targeted by the UN entities, particularly in view of more interface between the EIF, AfT, PRSPs and UN plans, as well as avoiding duplication between bilateral and UN assistance.	A. Increased number of assistance needs and operations identified by the Enhanced Integrated Framework, Aid-for-Trade Initiative and the Poverty Reduction Strategy Papers that are included in, or articulated with, the United Nations assistance plans. B. Increased quality of these inclusions from the point of view of their policy, and operational coherence and coincidence with national development goals and priorities.	Number of UNDAFs including trade-related assistance related to the Enhanced Integrated Framework and Aid-for-Trade Initiative. Number of trade-related operations included in UNDAFs that address national development goals and priorities. Beneficiaries as users and participants	
3.1. Main activity			

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Organizing two regional training and awareness workshops on the role of trade policies and trade-related assistance in development plans, from a regional and/or national perspective, with the participation of Government officials, stakeholders and donors' representatives of the selected countries as well as countries of the region, in view of a multiplier effect of the project in other countries. These regional workshops will be held at the locations of the regional commissions for an effective involvement of their secretariats' expertise. These workshops will also provide input in view of the UN-LDC IV Conference and the implementation of its outcome, as well as the Aid for Trade Initiative.			

B: Insert Logframe project AV

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Objective To increase the policy coherence between the international economic environment and the domestic development goals and interlinkages between trade and the sectoral components of the national development plan.			It is assumed that targeted beneficiaries are committed to the project objective and prepared to actively participate in the proposed capacity building activities, national seminars and regional workshops.

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
Expected accomplishment 1			
EA1. Increased ownership and participation of national governments and other stakeholders in the formulation of the UNDAF in the area of trade and productive sectors.	IA1.A. Increased number of consultations between the Cluster members and Government officials (ministries in charge of planning/economy/trade) and national stakeholders of trade-related assistance during the formulation of the new UNDAF/One UN plan IA1.B. Increased quality of these consultations from the point of view of the involvement of all concerned Governmental entities, business sectors, civil society, academia and donors' representatives	Means: Number of requests by national authorities, donors, UNRC and UNCTs for inter-agency trade-related technical assistance. Source: Beneficiaries (users and participants) will be consulted to this effect.	
Main activity[75]			

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[75] The four planned activities will both contribute towards attaining the three Expected Accomplishments (EAs). They are therefore repeated after each EA.

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
A1- Adaptation and translation into Spanish of training inputs and other training materials on trade-related assistance to be delivered in the workshops to the needs and realities of beneficiary countries in the region. **A2**- One national training and awareness workshop on the role of trade policies and trade-related assistance in development plans, with the participation of officials from national governments, stakeholders and donors' representatives, as well as other CEB Cluster agencies. Estimated number of participants: 40. **A3-** One regional training and awareness workshop on the role of trade policies and trade-related assistance in development plans, from a regional and/or national perspective, with the participation of Government officials, stakeholders and donors' representatives of the selected countries as well as countries of the region. Estimated number of participants: 40. **A4-**Dissemination of training material, including one online course to be done in cooperation with UNITAR (Geneva) and one face to face course at the UNSSC (Turin). Estimated number of participants: 40 (27 regional and 13 local participants)			
Expected accomplishment 2 EA2. Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade-related assistance by national authorities, stakeholders and	IA2.A. Increased number of trade-related assistance operations requested by national authorities, according to national goals and effectively included in the UNDAF/One UN plan. IA2.B. Increased number of inter-agency trade-related operations	Beneficiaries (users and participants) will be consulted to this effect. A desk review of final TC requests of beneficiary countries will be done.	

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
donors.	requested by national authorities of the beneficiary countries and effectively included in the UNDAFs/One UN plans		

Main activity

A1- Adaptation and translation into Spanish of training inputs and other training materials on trade-related assistance to be delivered in the workshops to the needs and realities of beneficiary countries in the region.

A2- One national training and awareness workshop on the role of trade policies and trade-related assistance in development plans, with the participation of officials from national governments, stakeholders and donors' representatives, as well as other CEB Cluster agencies. Estimated number of participants: 40.

A3- One regional training and awareness workshop on the role of trade policies and trade-related assistance in development plans, from a regional and/or national perspective, with the participation of Government officials, stakeholders and donors' representatives of the selected countries as well as countries of the region. Estimated number of participants: 40.

A4-Dissemination of training material, including one online course to be done in cooperation with UNITAR (Geneva) and one face to face course at the UNSSC (Turin). Estimated number of participants: 40 (27 regional and 13 local participants)

Annex 3   Stakeholder map

Type of Actor	Role/Name	Role in the project	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed (main evaluation criteria addresses in brackets: R, Effi, Effe, S, I)
DESA **Development Account** **At HQ/ New York**	Capacity Development Office/Development Account of DESA	Supporting the preparation and assessment of Project Proposals issued under the Development Account Allocation of funds to Development Account projects.	Those staff members or hired consultants dealing with the selection and management process of DA projects.	Semi-structured interviews in NY (no DSA required)	DA Project selection process: decisive aspects that lead to selection of the two projects: template; QA, quality of reports; Efficiency Assessment of the concept note; providing feedback to UNCTAD's proposals Efficiency Criteria for selection of project proposals under the development account. ALL criteria Special comments on the two projects submitted and approved. ALL criteria Why different titles, Logframes and results frameworks? Changes in the guidelines for application? Efficiency, Effectiveness Status and process of the current internal (and external) M&E system? Efficiency
Inter-Agency Cluster on Trade and Productive Capacity	Cluster Member Agencies	Contribution of contents to the workshop material and to the online course		Interviews	Which are/were the concrete contributions of contents to the workshop materials, the workshops at country level and the final workshop in Geneva, and to the online course? (Relevance, Effectiveness, Sustainability)

Type of Actor	Role/Name	Role in the project	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed (main evaluation criteria addresses in brackets: R, Effi, Effe, S, I)
At HQ/Geneva or Geneva based representation office					
UNCTAD	Head of TC Unit Project Manager/Officer Other UNCTAD staff members UNCTAD consultants	Lead agency; design of project, contribution of contents to the workshop material and to the online course: Designing of the course material and the online course, moderation/facilitation of the national/regional workshops, moderator/facilitator	UNCTAD staff involved in the projects at managerial and implementation level	Individual semi-structured in-depth interviews, .	Coordination and governance mechanisms of the cluster (Effectiveness) Substantive and financial progress in implementation of the project (Efficiency) Challenges and opportunities for interagency work and system wide coherence in the framework of UN reform; Delivery as One UN; Limitations experienced? (Effectiveness, Sustainability, Impact) External factors (e.g. political environment) influencing the implementation process. (Effectiveness, Sustainability) Coherence and complementarity with other initiatives with similar objectives. (Effectiveness, Sustainability) Project delivery, Results achievement (Efficiency) Monitoring System and indicators (Efficiency) Role as non-resident agency (Effectiveness) Exit strategy necessary/available? Country ownership? (Relevance, Efficiency, Effectiveness, Sustainability, Impact prospects)
UNCTAD Evaluation and	EMU Evaluation	Direct counterpart of the evaluator in the	Is identified	Interview	M&E system, QA applied to the projects, how and when. Mandate within UNCTAD (EMU) or DESA to perform

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Type of Actor	Role/Name	Role in the project	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed (main evaluation criteria addresses in brackets: R, Effi, Effe, S, I)
Monitoring Unit (EMU)	Manager	evaluation.			quality assurance. Encountered problems in monitoring project progress and balance ToR technical requirements and the budget available. (Relevance, Efficiency, Sustainability)
UN System at Country level	UNRC UNCT	Host for national and regional workshops of the project	Having been actively involved at least in one of the workshops	Phone Interviews, Survey	Has the UNCT/RC office been involved in the design? Which have been the main results of the project at country level? (Relevance, Efficiency) Current level of ownership? Demonstrated how? (Effectiveness, Sustainability) Process of alignment with non-resident agencies at country level? (Effectiveness, Sustainability) Concrete benefits of the project at country level? (Efficiency, Effectiveness, Sustainability, Impact Prospects)
Ministries and State institutions involved **at national level**	Ministry of Planning, Trade, Economy, Agriculture, Environment, Education, Social Affairs etc.	National Counterparts and signatory of the UNDAF	Political and Technical / Staff involved in the UNDAF discussion and consensus finding at national level.	Semi-structured interviews in Geneva Short survey	a) At political level: Strategic positioning of the UNDAF or other form of country plans in relation to national policies and plans (the country plan the countries priorities; alignment and harmonization of the UN system; Sustainability of activities under this project. budget for follow up required (by whom) and available? Concrete next steps. (Relevance, Sustainability, Impact Prospects) b) At technical level: Implementation process, operational dimensions; value added provided by UNCTAD and the cluster members in the development of (sustained) national and local institutional capacities. Exit strategy necessary/available? Ownership? (Efficiency,

Type of Actor	Role/Name	Role in the project	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed (main evaluation criteria addresses in brackets: R, Effi, Effe, S, I)
					Effectiveness, Sustainability, Impact Prospects)
	...in **countries where workshops took place**	Participants in workshop; Interlocutor in the workshop,	Participants in national/regional workshops Participants in final workshop in Geneva	Short Survey – questionnaire Semi structured interviews Focus group discussion	How did the cooperation work in practice between UNCTAD, the cluster, the UN country teams and the private sector, at operational level? (Efficiency, Effectiveness)
	... in countries that were represented at regional workshops, but not the host	Participants in the workshop	Participants in regional workshops Participants in final workshop in Geneva	Short Survey – questionnaire Semi structured interviews Focus group discussion	How did the cooperation work in practice between UNCTAD, the cluster, the UN country teams and the private sector? (Effectiveness)
Civil Society	To the extent represented in the workshops and final workshop in Geneva			Semi-structured in- depth interview	Have they been considered and has input been requested already in the design phase? (Relevance, Sustainability) Project implementation process, operational dimensions:

Type of Actor	Role/Name	Role in the project	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed (main evaluation criteria addresses in brackets: R, Effi, Effe, S, I)
					efficiency, coordination, coherence and synergy between the project and other initiatives in the same implementation sites. Continuity and sustainability. Cooperation with UN agencies, and between implementing UN agencies at site level. (Efficiency, Effectiveness, Sustainability)
Private Sector	To the extend represented in the country workshops and final workshop in Geneva			Semi-structured in- depth interview	Have they been considered and has input been requested already in the design phase? (Relevance, Sustainability, Impact Prospects) Project implementation process, operational dimensions: efficiency, coordination, coherence and synergy between the project and other initiatives in the same implementation sites. Continuity and sustainability. Cooperation with UN agencies, and between implementing UN agencies at site level. (Efficiency, Effectiveness, Sustainability, Impact Prospects)

Annex 4   People interviewed

In the framework of the briefing meeting at Geneva a number of stakeholders and resource persons have been met for initial talks (see also Annex 3)

Name	Position	Organization	Role in the projects
Ms. Yuen Ching Ho,	Evaluation and Monitoring Unit	UNCTAD	Evaluation manager
Mr. Raul Javaloyes,	Programme Officer, Technical Cooperation Service (TCS)	UNCTAD	Project Manager of the two projects S and AV
Mrs. Manuela Tortora,	Chief, TCS	UNCTAD	Key resource person
Mrs. Maria-Sabina Yeterian-Parisi,	Senior Economic Affairs Officer, TCS, and Focal Point in UNCTAD for Development Account Projects	UNCTAD	Key resource person
Mr. Antipas Touatam,	Economic Affairs Officer, Division on Africa, Least Developed Countries and Special Programmes	UNCTAD	supported delivery of some project activities; involved in the implementation of the workshop in Mali
Mr. Kheireddine Ramoul	Economic Affairs Officer, Division on International Trade and Goods and Services and Commodities	UNCTAD	supported delivery of some project activities
Mr. Franck BONZEMBA,	Senior Trade Promotion Officer, Office for Africa	International Trade Centre	Resource person
Mr. David CHEONG	Chief Technical Advisor,	International Labour Organization	Resource person
Mr. Antoine Barbry	Consultant on the project		Resource person
Mr. Nicolas Depetris	Consultant on the project		Resource person
Mr. Jigme Dorji	UNDP Unit Head a.i. Poverty and MDGs	UNDP Bhutan	Resource person
Mr. Mikael Rosengren	Capacity Development Office		Resource person

	Department of Economic and Social Affairs, New York		
Ms Calotta Tincati	DESA DA account office, New York		Resource person

Resource persons who testified on national and regional workshops or on online course - in structured interviews
and/or open talks held alongside the Discussion Forum).

Title	First name	Family name	Affiliation	Function	Country
Ms.	Soumaya Caroline	BITAR	Ministry of Economy & Trade	Economic Researcher	Lebanon
Ms.	Rayane	DANDACHE	Ministry of Economy & Trade	Economic Researcher	Lebanon
Mr.	Dhiraj	KARKI	Dkcompany	Founder & Managing Partner	Nepal
Mr.	Komla Nyedji	GALLEY	Ministry of Trade & Promoting of Private Sector	Director of Foreign Trade	Togo
Ms.	Safiya Mohamed Abdullah Abud	AL-JABRY	Ministry of Industry & Trade, EIF Project	Project Officer	Yemen
Mr.	Sharif	RASEL	Ministry of Public Administration	Senior Assistant Secretary	Bangladesh
Mr.	Pema	THINLEY	Royal Government of Bhutan	Trade Officer, Export Promotion Division, Department of Trade, Ministry of Economic Affairs	Bhutan
Mr.	Dorji	DHRADHUL	Royal Government of Bhutan	Director, Department of Agricultural Marketing & Cooperatives, Ministry of Agriculture & Forests	Bhutan
Ms.	Gabriela	CASTRO MORA	Ministry of Foreign Trade	Director of the Minister Office	Costa Rica

Ms.	Maria Andreé	ABADIA COLINDRES	Ministry of Economy	Market Access Negotiator	Guatemala
Mr.	Abás	JALO	Ministère du commerce, valorisation des produits locaux et de l'artisanat à travers l'Unité Nationale de Mise en Œuvre du CIR-GB	Coordinateur du Programme Cadre Intégré Renforcé	Guinea-Bissau
Ms.	Soumaya Caroline	BITAR	Ministry of Economy & Trade	Economic Researcher	Lebanon
Ms.	Rayane	DANDACHE	Ministry of Economy & Trade	Economic Researcher	Lebanon
Mr.	Mohamed	SIDIBE	Ministère du Commerce	Coordonnateur National de l'Unité de Mise en Œuvre du Cadre Intégré et de l'Aide pour le Commerce	Mali
Mr.	Sani Yargaya	AMINU	National Planning Commission, Nigeria	Assistant Director	Nigeria
Mr.	Airene	ROBINSON	Department of Finance, Government of Philippines	Project Manager III (Director III Level)	Philippines

Mr.	Rugamba	MUHIZI	Rwanda Development Board	Division Manager/Strategy & Competitiveness	Rwanda
Mr.	Farukh	SOLIEV	Ministry of Economic Development & Trade, Republic of Tajikistan	Head of Department	Tajikistan
Mr.	Komla Nyedji	GALLEY	Ministry of Trade & Promoting of Private Sector	Director of Foreign Trade	Togo
Ms.	Safiya Mohamed Abdullah Abud	AL-JABRY	Ministry of Industry & Trade, EIF Project	Project Officer	Yemen

Annex 5

"Why Trade Matters in Development Strategies?"

Discussion Forum[76]

Geneva, 27 – 29 November 2013

Palais des Nations, Room XXVI

Programme

<u>**Day 1: Wednesday, 27 November 2013**</u>

10:00-10:15h	**Opening remarks** by Mr. Petko Draganov, Deputy Secretary-General, UNCTAD
	Introduction by H.E. Luis Piantini Munnigh, Ambassador and Permanent Representative of the Dominican Republic to the World Trade Organization and Economic Organizations in Geneva
10:15-10:45h	**Results** of the workshops held in Lesotho, Mali, Nepal, Lebanon and Guatemala and the online courses on "The Trade Dimension in UN Development Assistance Frameworks" Presentation by Mr. Nicolás Depetris Chauvin, UNCTAD Consultant
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	Country cases: Bhutan and Yemen
10:45-11:15h	*Interventions by Mr. Dorji Dhradhul, Royal Government of Bhutan* *Ms. Safiya Al-Jabry, Government of Yemen*

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[76] For more information: http://unctad.org/en/Pages/MeetingDetails.aspx?meetingid=441

Experiences in transition countries

            Intervention by   Mr. Mika Vepsäläinen, UNECE

11:15-11:30h

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Open debate

11:30-12:30h   **LUNCH BREAK**

12:30-15:00h   **Trade policy issues in dealing with food security**

            Interventions by   Ms. Ekaterina Krivonos, FAO

15:00-16:00h   Mr. Janvier Nkurunziza, UNCTAD

                        Mr. Jonathan Hepburn, International Centre for

                           Trade and Sustainable Development

                        Ms. Caroline Dommen, Quaker United Nations Office

Open debate

16:00-17:00h

10:00-10:10h   *Country case: Togo*

                   Intervention by   *Mr. Komla Nyedji Galley, Government of Togo*

                               ****

10:10-10:50h   **Can trade policies contribute to poverty reduction?**

                   Interventions by   Ms. Miho Shirotori, UNCTAD

                                   Ms. Luisa Bernal, UNDP

                                   Mr. Marcelo Olarreaga, University of Geneva

                                   Ms. Graciela Romero, War on Want

10:50-11:30h   Open debate

11:30-12:00h   **Using Trade to empower women**

                   Interventions by   Ms. Simonetta Zarrilli, UNCTAD

                                   Ms. Vanessa Erogbogbo, International Trade Centre

                                   Ms. Mariama Williams, South Centre

12:00-13:00h   Open debate

13:00-15:00h   **LUNCH BREAK**

                               ****

| 15:00-15:20h | ***Country cases: Lebanon and Nepal (tbc)*** |
| | |

                       Interventions by   *Ms. Soumaya Caroline Bitar, Government of Lebanon*

                                                  Ms. Rayane Dandache, Government of Lebanon

                                                  Nepal: tbc

                                                       ****

| 15:20-15:50h | **The interface between trade and productive capacity** |

                       Interventions by   Ms. Lisa Borgatti, UNCTAD

                                                Mr. Ablassé Ouedraogo, Member of Parliament, Burkina Faso

                                                  Mr. Anton Said, International Trade Centre

| 15:50-16:30h | Open debate |

| 16:30-17:30h | **Job creation and trade policies** |

                       Interventions by   Mr. David Cheong, ILO

                                                Mr. Rolf Traeger, UNCTAD

                                                  Mr. Ralf Peters, UNCTAD

                                                Ms. Esther Busser, International Trade Union Confederation

                                                  Mr. Frederick Muia, International Organisation of Employers

| 17:30-18:00h | Open debate |

Day 3: Friday, 29 November 2013

10:00-13:00h   **Invitation to the "Geneva Dialogue on the Post-2015 Sustainable Development Agenda"[77]** chaired by the **Secretary-General of UNCTAD, Dr. Mukhisa Kituyi**, and with the participation of **Ms. Amina J. Mohammed, Special Adviser** of the Secretary-General of the United Nations on post-2015 development planning

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13:00-15:00h   **LUNCH BREAK**

15:00-15:30h   **Trade, environment, climate change**

                                   Interventions by   Mr. Robert Hamwey, UNCTAD

                                                            Mr. Lennart Kuntze, UNEP

15:30-16:30h   Open debate

16:30-18:00h   **Wrap-up debate: What has to be done so that Official Development Assistance and Aid for Trade maximizes the development impact of trade?**

                                   Interventions by   Mr. Ratnakar Adhikari, EIF Secretariat

                                                            Ms. Petra Lantz, UNDP

                                                            Ms. Amelia Santos-Paulino, UNCTAD

                                                            Ms. Judith Blank, German Society for International Cooperation (GIZ)

                                                            Mr. Oscar Ekéus, Permanent Mission of Sweden in Geneva

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[77] Separate programme available

Annex 7   Structured Interview Guidelines

Interview guidelines for structured interviews:

General info –

Country

Male or female

LDC or non LDC

Role: Trade expert or non-trade expert

UNDAF, country plan?

DaO country?

Country plan under revision?

Workshops at country / regional level and follow up

Did you/how did you contribute to the planning, outline, facilitation of the workshop organized by UNCTAD/UNCT in your country/in the region?

Have you seen the project document?

Has the workshop at country/regional level been helpful in Mainstreaming trade and productive capacities' goals in your country's National development plans?

The workshop you have participated in on this subject was part of a project that aimed to:

EA 1 Increased ownership and participation of national governments and stakeholders in the formulation of UN assistance

EA2 Improved knowledge management, better utilization and improved coordination of UN expertise in the area of trade related assistance by national authorities, stakeholders and donors

EA3 A Increased number of assistance needs and operations identified by the Enhanced Integrated Framework (only LDCs), Aid for Trade Initiative and the Poverty Reduction Strategy Papers that are included in , or articulated with, the UN Assistance Plans.

EA3 B Increased quality of these inclusions from the point of view of their policy, and operational coherence and coincidence with national development goals and priorities.

Has the design of the workshops matched the expected accomplishments 1,2,3 (see logframe) of the project? Have you been aware of the intended results of the workshop?

How was the seminar presented? Case studies? Interactive?

How do you assess the simulation exercise?

Have you been directly involved in the design or negotiation of your country's UNDAF/country plan?

Can you give details, please?

Have you been consulted in the compilation of the UNDAF/country plan?

Did you file specific requests regarding trade related technical assistance as a consequence of the knowledge acquired at the seminar? How did you channel the requests? To UNCTAD or to UNCT or which entity? Any intention to do so in future?

In your own words, which have been the main achievements of the seminar held for you and your institution?

Concluding discussion forum in Geneva

Have you been consulted beforehand on the topics to be covered, further examined at this current discussion forum workshop (needs analysis)?

What are your expectations/of your organization regarding this forum?

What are your comments regarding the structure of the forum – time for discussion, for internal networking, country studies?

How do you plan to share the knowledge/information from this workshop with colleagues and collaborators at home?

Annex 8   Schedule of activities and milestones

Start of assignment   1 Nov 2013

Desk Phase

research, document study,   2.5 days

briefing of evaluator by UNCTAD by evaluation office and project manager;
Interviews with parties involved in Geneva   1.5 days   11-12 Nov

Preparation of Inception report   2 days

Submission of Inception Report   *18 Nov*

Field Phase;

Observation of a project event in Geneva; interviews with

participants (following a semi structured guide) 2 days   28-29 Nov

Follow up with stakeholders in Geneva   1 day   27 Nov

Follow up with other stakeholders (phone, skype) 2 days   week of 25 Nov

Reporting Phase; Data analysis and Draft Report writing   7 days   2-10 Dec

Submission of Draft Evaluation Report/ debriefing if requested   *13 January 2014*

Period for feedback by UNCTAC, by the

 Evaluation and Monitoring Unit and the project manager   20 January 2014

Revision of DFR, final report write up   3 days   21 -23 January 2014

Submission of Final Evaluation Report   *13 February 2014*

Total   21 working days

Deliverables

Briefing in Geneva   11 and 12 November 2013

Inception Report   18 November 2013

Comments on IR   21 November 2013

Participation in project's final seminar;
Interviews with Participants
and Presenters: 27 to 29 November 2013

Draft Evaluation Report   13 January 2014, for distribution within UNCTAD

Feedback on DFR by UNCTAD 20 January 2014

Final Evaluation Report   14 February 2014