



**External Evaluation of Development Account Project 1011AU-
Strengthening Capacities of Developing Countries in Africa and Asia to
Support Their Effective Participation in Negotiating Bilateral, Regional
and Multilateral Trade Facilitation Arrangements***

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January 2014

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ACRONYMS

Acronyms	Definition
ADB	Asian Development Bank
EMU	Evaluation and Monitoring Unit
GFPTT	Global Facilitation Partnership for Transportation and Trade
EA	Expected Accomplishment
EAC	East African Community
ER	Evaluation Report
EMU	Evaluation and Monitoring Unit
IR	Inception Report
LLDCs	Landlocked Developing Countries
M&E	Monitoring and Evaluation
PMF	Performance Measurement Framework
RBM	Results-Based Management
RKC	Revised Kyoto Convention
SASEC	South Asia Sub-Regional Economic Cooperation
TF	Trade Facilitation
TRTA/CB	Trade Related Technical Assistance and Capacity Building
ToRs	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development
UNDA	United Nations Development Account
UNEG	United Nations Evaluation Group
WB	World Bank
WTO	World Trade Organization

EXECUTIVE SUMMARY

The evaluation of the United Nations Conference on Trade and Development's (UNCTAD's) 7th Tranche Project called - "Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements" (hereafter referred to as "Project") was carried out between November 2013 and mid-January 2014. It was structured around the five standard evaluation criteria—i.e., relevance, effectiveness, efficiency, sustainability and impact—and build upon the evaluation questions presented in Terms of Reference's (ToRs) for the mandate.

The evaluator conducted a participative evaluation using five main data collection methods: document review, interviews, survey, focus groups and direct observation (during the last event of the Project in Geneva).

Generally speaking, the Project was successful in achieving the expected outputs

Under the expected accomplishment 1 (EA1) "increased skills of policy makers and trade negotiators in the six countries to design policies and frameworks to adopt regional and multilateral trade facilitation arrangements", here are the *main* outputs reached:

Outputs (EA1)

- Six implementation plans drafted and approved;
- Participants trained on TF issues; and
- National TF committees created or reinforced (for the majority)

Under the expected accomplishment 2 (EA2) "establishment of new and reinforcement of existing national and regional trade facilitation collaborative platforms among the public and private sector stakeholders in the six countries", here are the *main* outputs reached:

Outputs (EA2)

- Regional networking engaged by participants
- Participants trained on TF issues
- Online best practice sharing tool exists but not used much by participants

In terms of relevance, overall, the project responded to beneficiaries' needs, with some respondents mentioning that a few themes could have been addressed more in detail. The Project was also well aligned with UNCTAD's mandates and with the objectives of the United Nations Development Account (UNDA), the framework programme of the project. UNCTAD as an implementer was appreciated for its capacity to generate buy-in and its effectiveness and efficiency in organizing the Project's activities.

Although some shortcomings in the Monitoring and Evaluation (M&E) system somewhat affected the consultant's ability to fully assess the effectiveness of the Project, elements indicate that the expected results have been reached. From the perspective of the respondents, what supported the success of the Project was the high quality of the overall management of the Project and the innovative regional and interregional experiences. Many respondents would have appreciated for the Project to last longer.

The Project was cost-efficient (to a great deal thanks to synergies operated by management with another UNCTAD project) and was timely (after having generated useful negotiation tools, it ended right when the WTO negotiations started in Bali).

The higher than usual continuous participation of the relevant beneficiary country representatives throughout the Project—with a few exceptions—sets the basis for ensuring sustainability of results in the near future. This is all the more true considering that many respondents mentioned they will use the knowledge they acquired through the Project in the future for the departments and institutions they are working for. In the regional and interregional phases of the project, a lack of private sector's participation was noted, a permanent driving force to tackle trade facilitation (TF) issues.

Considering what has been achieved through the Project, there is reason to believe that the Project will have produced a certain impact on the institutions from which the participants came from.

What has been achieved by this Project paves the way to extracting some lessons learned and best practices to be used by other UNCTAD project managers of UNDA projects and even other types of projects. The main lessons learned and best practices are:

- Use a participative methodology in the management of such project;
- Continue building the kind of interactive discussion forums/platforms in which beneficiaries can exchange and eventually experience some sort of south-south exchange process as this has generated much appreciation amongst beneficiaries;
- Continue using the “practical” approach to capacity building (e.g.: onsite visits and participatory discussion forums) as this was appreciated by the respondents because of the innovativeness that underlines it and the buy-in generated; and
- Continue using synergies generated from collaboration with other in-house projects to improve efficiency of the project, leveraging experience and achievements of other projects.

Recommendations

1. To eventually indirectly cover infrastructure issues, it is recommended, in the long term, to “couple” UNCTAD’s network development/ Trade Related Technical Assistance /communication projects with complementary infrastructure projects implemented by other institutions (e.g.: World Bank [WB] Asian Development Bank [ADB], USAID)
2. It is recommended to make sure sufficient time is allocated to allow for all activities to be fully implemented and at the quality level required (e.g. details in the implementation plans)
3. It is recommended to develop a more thorough monitoring and evaluation system at the very beginning of such projects: prepare a baseline study with which to compare monitoring and evaluation results and develop a Performance Measurement Framework (PMF) to use throughout such projects
4. It is recommended to concentrate efforts on results that beneficiaries have most ease with and either leave aside those with which they are less accustomed to (e.g. Global Facilitation Partnership for Transportation and Trade [GFPTT]) or choose a limited number of beneficiaries amongst the groups and give them extra training
5. It is recommended to develop a follow up project to this one but that would greatly build on the results reached through this one and that would require gradually more time and money investments from the beneficiary countries. This would have to be mentioned to the countries beforehand to ensure buy-in even though investment would be required
6. For future similar projects, it is recommended that UNCTAD increase the private sector’s involvement throughout the project in order to include the sector’s very important input and improve chances of the results reached being sustainable

1. INTRODUCTION

This Evaluation Report (ER) is prepared for the evaluation of the United Nations Conference on Trade and Development's (UNCTAD's) 7th Tranche Project called - "Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements" (hereafter referred to as "Trade Facilitation Project" or simply the "Project"). The evaluation is being carried out by Alexandre Daoust, as commissioned by UNCTAD's Evaluation and Monitoring Unit (EMU).

This chapter depicts general information on the Trade Facilitation (TF) Project, examines the purpose and scope of the evaluation, and discusses key evaluation questions and criteria.

1.1. General Information on UNCTAD's Trade Facilitation Project

The Project herein evaluated is implemented by UNCTAD. The concept paper setting its basis was developed in 2011 and the Project's implementation was planned to start in the third quarter of that same year. It was planned to last for 32 months. The Project has ended earlier, in December 2013.

This Project targeted two geographical regions: South Asia and East Africa. As the Project's title suggests, the main objective was to strengthen the capacity of policy makers and trade negotiators in landlocked and transit developing countries in both regions. The idea was to support the beneficiaries in the implementation of regional and multilateral TF arrangements in order to promote regional and interregional trade and cooperation. The project was implemented on three levels: national, regional and interregional.

Specifically, nine countries were involved in the project. Six of these were selected to be involved at all three levels: in South Asia, Bangladesh (transit country), Bhutan and Nepal (landlocked developing countries [LLDCs]) and in East Africa, Rwanda (LLDC), Tanzania (transit country) and Uganda (LLDC). The remaining three, India (South Asia) Burundi¹ and Kenya (East Africa), were involved only at the regional and interregional levels.

The core of the Project has taken place at the national level, as the first expected accomplishment (EA) of the Project's logical framework (as well as part of the second one), and the linked national activities, derived directly from the main objective mentioned above. Thus, to increase the skills of the national policy makers and trade negotiators in TF, implementation plans were designed and agreed on by country stakeholders from the public and private sectors during national validation conferences for each of the six countries. These implementation plans were designed around the 39 TF measures² considered in the WTO negotiations, which climaxed in December 2013 on an agreement, at the same time the Project ended (Chapter II). National stakeholders were also to be trained to design, manage and implement regional and national TF solutions. In addition, new TF national working groups were to be established or existing ones were to be strengthened.

At the regional level, the second EA of the project aimed for the establishment of two regional TF collaborative clusters³, one for each region. Furthermore, the Project aimed at facilitating the exchange of best practices and lessons learned. To reach these results, (i) regional cluster meetings were organized in both regions, pairing LLDCs and transit developing countries; (ii) on site visits were held in one country per region for all cluster participants to observe how one-stop border posts and dry ports or seaports function; and (iii) an online best practice sharing tool on TF measures under different regional trade agreements was to be created. Finally, for

¹ Thanks to the synergies created with another project of UNCTAD's Trade Facilitation Section, an implementation plan for Burundi was also available and it was used as a reference for the regional and interregional phases.

² UNCTAD. February 2013. *National Plan for the Implementation of Future WTO Agreement on Trade Facilitation*, p.7

³ Please see sub-section 2.3 for more information on the concept "clusters".

the interregional component of the Project, a final event took place from November 25th to the 29th 2013 to which all participants were invited.

1.2. Evaluation Purpose and Scope

This section summarizes, on the basis of the Terms of References (ToRs), the purpose, scope, questions and criteria of the external evaluation of the Trade Facilitation Project.

As indicated in the ToRs developed by UNCTAD, the purpose of the evaluation is as follows⁴:

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, useful, and practical as well as constructive and forward-looking recommendations are made in order to strengthen the work of UNCTAD in this area.

Concerning the scope of the evaluation, again as stated in the ToRs, the evaluation should consider all activities that have been implemented under the Project, and should also refer to some background resolutions and documents that led to the creation of this Project. To assess its performance, the evaluator should use the results presented in the logical framework developed in the Project concept paper to compare the actual achievements with the expected accomplishments planned. In addition, all evaluation questions presented in the ToRs, categorized as usual in the five standard evaluation criteria—i.e., relevance, effectiveness, efficiency, sustainability and impact—are linked to sub-questions when necessary, indicators, data collection methods and data sources in the evaluation matrix (see Annex 1).

Table 1: Evaluation Questions and Criteria

Question 1: What has been achieved? (re. development results)	
Relevance (note 1)	The extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. The appropriateness of development interventions in a given sector, region or country
Effectiveness (note 1)	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance
Sustainability (note 1)	The continuation of the 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
Question 2: How and why were the intended results achieved or not? (re. management factors)	
Efficiency (note 2)	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results in a timely manner. Given that cost-efficiency and cost-effectiveness may be complex and difficult to assess, the evaluation team will need all financial information the programme that the EMU can provide.

Notes:

1. Source: OECD-DAC, 2002-2008. *Glossary of Key Terms in Evaluation and Results Based Management*.
2. Source: OECD-DAC. 2007. *Promoting Pro-Poor Growth: Practical Guide to Ex Ante Poverty Impact Assessment*.

⁴ The following information has been directly taken (copy/pasted) from the ToRs.

2. EVALUATION METHODOLOGY

This section addresses the evaluation strategy; the evaluation approach & data gathering; the analysis methods; the challenges and potential limitations and gives the reader a quick peek at how to read the report.

2.1. Evaluation Strategy

The evaluation strategy used has allowed for the evaluation questions presented in the ToRs to be fully addressed in a timely manner. By adopting this strategy, an independent, participative and professional approach was ensured. The methodological principles below guided the evaluation process.

- **Participative Evaluation:** The evaluation consultant fully adheres to the United Nations Evaluation Group (UNEG) guidelines stating that: “...evaluations should be carried out in a participatory and ethical manner...” Thus, the consultant made every effort possible to involve as many of the key stakeholders linked in one way or another to the UNCTAD Trade Facilitation Project as possible. To do so, all relevant meetings were meticulously planned with representatives from UNCTAD and from the organizations of the countries involved.
- **Triangulation of Observations and Findings:** The evaluation *systematically* applied the information and data triangulation method to answer the evaluation questions raised. To the extent possible, the evaluation consultant cross-checked all findings produced through each line of inquiry with one another (desk research, focus groups, interviews and direct observation) to comprehensively and thoroughly answer the evaluation questions. At the very least, three source of information corroborates findings or it is clearly stated that the finding has not been triangulated.
- **Participative and Iterative Management:** To ensure the mandate ran smoothly and within proposed timeline, the evaluation consultant used a flexible approach to the management of the evaluation process and took into consideration the points of views of all stakeholders *directly* involved in the management of the mandate. This entails working in close cooperation with the EMU but also with the Project manager. The draft IR and the draft evaluation report were sent to relevant stakeholders—the EMU and Project manager—for questions, comments and suggestions. During the planning phase of the evaluation, this ensured that tools produced for the mandate’s different lines of inquiry by the evaluation consultant were agreed upon by stakeholders and that their quality was judged adequate and sufficient by the latter. Such was the case: the full content of the inception report (IR) (methodology, data collection tools, etc.) was agreed upon and approved by stakeholders. During the reporting phase of the mandate (the present draft evaluation report), this strategy permits for the Project manager to correct factual errors and present new points of views and opinions in reaction to findings, conclusions and recommendations integrated in the report.
- **Application of knowledge:** Throughout the mandate, the evaluation consultant profitably employed his theoretical and practical knowledge in the areas of evaluation, aid for trade, trade related technical assistance, qualitative and quantitative methodologies, Results-Based Management (RBM), focus group animation, report writing, UNCTAD and all domains considered relevant.

2.2. Evaluation Approach & Data Gathering and Analysis Methods

The methodology adopted for this evaluation was designed to meet the requirements and expectations set out for evaluation in the ToRs. There are several steps in the data collection, analysis, and reporting methodology for the evaluation.

An important characteristic of the Project was that it functioned on three levels: the national, the regional and the interregional levels. The evaluation had to address the three levels in each of the lines of inquiry depicted below. To support the evaluation consultant's work toward this objective, the Project manager has provided the Project's concept paper which contains the Logical Framework. The latter states the expected higher-level results and how to measure the progress the Project makes towards reaching them. The evaluation consultant used this document to strengthen the evaluation methodology; indeed, the document helped develop segments of the evaluation matrix accordingly and nourished the consultant's ability to measure performance of the Project (please see "step 2" below).

Step 1: Document and Literature Review

The purpose of this phase was to familiarize the consultant with the Project, the main stakeholders and partners, the beneficiaries and the results achieved. Files, reports and other documents have been reviewed from Montréal, Quebec. The list of documents consulted appears in Annex 4.

Step 2: Inception Report

A key element of any evaluation is the IR; it was mainly based on the questions in the ToRs and expected results of the Project. The report provided an overall approach to assess Project management and the extent to which the results have been reached.

In order to facilitate a rigorous and independent evaluation approach, the evaluation consultant proposed the construction of an evaluation matrix (see Annex 1 for the evaluation matrix). This is a master tool, built on the basis of the main evaluation questions presented in the ToRs and the Project's logical framework, which identifies specific performance indicators, information gathering methods and information sources. The evaluation consultant integrated the logical framework indicators in the matrix to improve the quality of the tool.

The validation of the evaluation matrix by the stakeholders was intended to facilitate the participation of Project managers in the evaluation. This represented an opportunity to collectively question the logic and the viability of the evaluation process.

Step 3: Development of data collection tools

The basic data collection instrument included an evaluation matrix which, once approved, led to the development of a series of data gathering tools: document review data collection matrix and customized interview protocol/survey questionnaire and focus group discussion guides that will be used with respondents (see Annex 3 for a preliminary list of key contacts). All tools focused on the essential issues pertaining to the evaluation exercise.

The tools were used to standardize the interview and focus group processes. They were sent in advance to potential respondents and beneficiaries.

Step 4: Pre-Workshop Interviews with Beneficiaries

Eight interviews were conducted by phone or Skype with beneficiaries not involved in the interregional forum prior to the event to obtain first hand qualitative information on the Project's overall performance. Specifically, these interviews provided information that allowed the evaluation to address the Project's achievement of results, as well as the appropriateness of design and project management.

Step 5: Interviews, Surveys and Focus Groups with Key Stakeholders and Beneficiaries during the Final Workshop in Geneva

During the Geneva mission, from November 28th to 29th 2013, the evaluation consultant conducted in-person interviews with Project managers. In addition, the evaluation consultant used survey questionnaires and focus group guides to consult beneficiaries.

It is important to note that the evaluation consultant facilitated a short half-hour Monitoring and evaluation (M&E) presentation during the interregional forum. It goes without saying that this segment of the event was not evaluated by the consultant.

Here are the different ways the consultant collected data for the evaluation during the interregional forum:

- Direct observation: The evaluation consultant was present during some of the workshop activities and assessed the latter through direct observation using the indicators developed in the evaluation matrix in annex 1. During the workshop, the consultant stayed as discreet as possible to make sure his presence did not affect the normal flow of the forum.
- Two focus groups: with around 10 participants each were conducted during the interregional forum. Each lasted around 45 minutes (see sub-section 2.3 below for more information on the focus groups).
- Surveys (FluidSurveys): The survey was conducted with as many people as possible (during the interregional forum and through email invitations). As throughout the Project's implementation, the M&E process involved conducting a survey with participants, the latter's questionnaire was used again in the evaluation for ease of comparison.

2.3. Challenges and potential limitations

Normally, available resources and timeline are the most important constraints for evaluations such as the Trade Facilitation Project's evaluation as they define the scope of the exercise and oblige the evaluation consultant to stay within the boundaries defined by the ToRs. This type of constraints in the present case has been dealt with beforehand with UNCTAD as the budget for this evaluation is quite small. Thus, the limits of the evaluation's scope have been made clear: only a limited number of pre-workshop interviews were conducted; two day mission to Geneva; short analysis and writing period led to a shorter than usual evaluation report, without however compromising the quality of the content of the report.

The availability of *relevant* stakeholders (and to a lesser extent documentation/information) could have been a challenge for the evaluation; however, such was not the case in the context of this evaluation.

Measuring Trade Related Technical Assistance and Capacity Building (TRTA/CB) and their medium results and long term impact is not always a straightforward task, especially at the time when the project team is only just concluding all the activities and deliverables. The present case was not an exception: it has been a challenge to establish a causal link between the Project's TRTA/CB activities and (foreseeable) results. However, the best way to do reach this objective was used by the consultant in the sense that the evaluation asked the beneficiaries themselves to attribute their answers and the results they point to, to the Project.

Some minor survey issues

Some respondents did not complete the full survey. Overall, 22 questionnaires were returned, 19 were used in the evaluation (3 only had two to three answers to the survey and so they were eliminated) and 16 were completed in full. As a consequence, some aggregated data contain more answers and others less (some respondents skipped questions). Thus, all quantitative data presented in the report are in percentages which show the proportion of each type of answers, thus simplifying the analysis and comprehension for the reader. In certain circumstances, non-responses were interpreted but in the majority of cases, they were discarded.

Question 22 of the survey (see annex 2) addresses the regional level results of the Project and reads as follows: "Is there a new regional trade facilitation *committee or working group* in place thanks to this Project? If one already existed, has it been reinforced by this Project?" After discussions with the EMU and the Project managers, the evaluator realised that the use of the words "committee or working groups" in the question has led some respondents to misinterpretation of the essence of the question and thus to some analysis issues. Indeed, the Project did not have the intention of supporting the creation of regional *committees or working groups* but rather regional collaboration *clusters*. These two concepts are quite different and thus the reader will note that in

sections below where the data collected through this question is being analysed and more broadly speaking when the concept of regional clusters is discussed, careful consideration has been given to the concept “cluster” rather than “committee or working group”. Please see sub-section 4.2.2 for more information on this subject.

2.4. How to Read this Report

The report is simply structured: its sections are based on the basic evaluation criteria (relevance, effectiveness, efficiency and sustainability) followed by the preliminary impact, conclusions, lessons learned and recommendations. The core sections are divided into sub-sections loosely referring to the performance indicators developed in the evaluation matrix during the design of the evaluation. The sub-sections are logically presented in the following way: first, key findings are introduced in a content box; then, evidence is given to support the key findings; and finally, when and where relevant, recommendations, which are directly linked to the key findings, close the sub-section. Some smaller/shorter sub-sections are simply structured around simple text.

The survey quantitative data is presented in a clear and graphic way and in numbers. As for the large quantity of qualitative data collected through survey opened questions, phone and Skype interviews and focus groups, a simple, straightforward and efficient benchmark has been used:

- All respondents said...;
- The majority of respondents said... (~ more than 75%);
- Many respondents said... (~ more than 50%),
- Some respondents said... (~between 25 and 50%),
- A few said... (~ less than 25%); and
- One respondent said...

Also, efforts were put into differentiating when possible “respondents” (the ones that participated either to the survey, interviews and focus groups), participants (the ones that participated in the Project) and beneficiaries (the ones that were targeted as beneficiaries in general). The latter concept is more general and wide in its definition. This is an important distinction as the respondents have their own point of views which they had the opportunity to express where not all participants and definitely not all beneficiaries were able to.

3. EVALUATION MANAGEMENT

This evaluation was managed in consultation with the key stakeholders. Roles and responsibilities of these stakeholders, *as understood by the evaluation consultant*, are summarised below, along with the deliverables and steps/schedule of the evaluation.

3.1. Roles and Responsibilities

- *The Project manager*—has been is and will be involved at key steps throughout the evaluation process: mainly for the coordination of the interviews and mission to Geneva (setting up meetings, producing the beneficiary list, accompany the consultant, etc.) They also:
 - Provide all required documentation related to the Project
 - Conduct a kick off meeting with the evaluator to provide further detail and background information on the Project
 - Reply to evaluator’s questions
 - Review and comment on evaluator’s draft report and provide clarifications on factual findings
 - Provide support to the evaluation process; and
 - Support to diffusion of evaluation findings and recommendations.
- *The UNCTAD EMU*—is responsible for the evaluation process and results and will:
 - Manage the International consultant
 - Coordinate the inputs from the stakeholders on the IR and on the draft evaluation report
 - Oversee the data collection process and ensure independence of the work of the evaluation consultant in carrying out the evaluation assignment
 - Provide necessary support to the evaluation consultant to ensure free access to all kinds of documents and information needed for the evaluation
 - Review and approve the final evaluation report
 - Diffuse the evaluation
 - Follow up of the implementation of the recommendations
- *Alexandre Daoust*—acts as the evaluation consultant and will perform the following tasks and activities:
 - Liaison with the EMU and Project manager
 - Evaluation elements that concern strategic and management aspects
 - Design of the methodologies for each line of inquiry
 - Production of all tools to be used for the evaluation and of the present IR
 - Conduct and supervise all lines of inquiry
 - Observe UNEG standards, guidelines and norms on evaluation, as well as UNCTAD’s Evaluation Policy, in the conduct of this assignment; and
 - Production of the evaluation report.

3.2. Planned Deliverables and Calendar of Activities

N°	Activities	Detailed timeline (weeks)														Deliverables	Dates			
		Oct		November				December					January							
		28	4	11	18	25	2	9	16	23	30	06	13	20	27					
I	Initial steps	5 w/d																		
1	Kick off meeting	.5 w/d																		
2	Desk research	2 w/d																		
3	IR writing	2 w/d																<i>Draft IR</i>	COB (GMT - 5 ⁵) Nov. 6 th	
4	Draft methodology report revision (EMU)																		Sent back to evaluation consultant by the COB Nov. 7 th to the 14 th	
5	Final methodology report writing (integration of EMU comments)		0.5 w/d																<i>Final IR</i>	COB Nov. 14 th
II	Pre-workshop interviews & mission preparation		4 w/d																	
III	Field mission (data collection during final Workshop) in Geneva					2 w/d ⁶														
IV	Evaluation report (ER)					10 w/d														
6	Data analysis						3 w/d													
7	Draft ER writing						4 w/d												<i>Draft ER</i>	COB Dec. 16 th
8	Draft evaluation report revision (EMU)																			Sent back to evaluation consultant by the COB Dec. 20 th
9	Final ER writing (integration of EMU comments)											3 w/d							<i>Final ER</i>	COB JAN 17 th

⁵ All COB are GMT - 5

⁶ DSA for 4 days

4. ANALYSIS

Section 4 is the core of the evaluation exercise. It presents the key findings derived from the evidence (information and data) collected and distills recommendations from them.

4.1. Relevance

4.1.1. Links to Beneficiary Needs & Beneficiary Involvement (Design)

- Overall, all aspects of the Project were relevant for the majority of the respondents and it addressed issues that were linked to their needs.
- Some aspects of the project during implementation were different from what were originally designed in the concept paper. In general, this affected positively the relevance of the Project (most importantly the links with WTO TF negotiations) as it adapted to new needs and issues during the implementation phase.
- Feedback from respondents suggests that a few themes could have been addressed a bit more.
- Although many of respondents received beforehand some documentation on the Project, some respondents mentioned there was confusion at first concerning what the project was about and what it aimed to accomplish.

The Project's concept paper⁷ was developed on the basis of information collected through, amongst other sources, the Ad Hoc Expert Meeting entitled "Trade Facilitation in Regional Trade Agreements"⁸ organized by UNCTAD in March 2011. This meeting was depicted by many respondents as a way of consulting a number of beneficiaries beforehand to develop a needs' based project⁹. Thus, thanks to the meeting, much of the Trade Facilitation Project responds to beneficiary needs. However, compared to how the Project was designed in the concept paper, during implementation, some of its aspects were changed and adapted: The focus of the Project was less on Regional Trade Agreements (RTAs)¹⁰ and a lot more on WTO TF agreement negotiations. All implementation plans developed for the six countries (plus Burundi) which participated at the national level of the Project were directly linked to the WTO TF agreement negotiations. In addition, although a lot was planned in terms of addressing transit issues, the Project did not tackle *directly* some of them because of diplomacy reasons. Indeed, *certain transit issues* are linked to security concerns and it is not the role of a UN project such as the Trade Facilitation Project to address such delicate situations. Also, some participating countries might not have participated if such themes would have been dealt with, which would have hence deterred the network development target of the Project. Finally, it seems that during the consultations for the implementation plans, involved representatives from the participating countries mentioned they already complied with the transit issues (linked to category C in the gap analysis questionnaire). Based on this information, the management team changed the content for the regional phase and put less emphasis on transit issues.

⁷ UNCTAD. 2011. *United Nations Development Account, 7th Tranche: Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements.* 28 p.

⁸ UNCTAD. March 2011. *Ad Hoc Expert Meeting entitled "Trade Facilitation in Regional Trade Agreements" Background and Programme.* 4 p.

⁹ It is to be noted that the participants to this meeting are not necessarily the same as those that later on collaborated with the Project.

¹⁰ UNCTAD. 2011. *United Nations Development Account, 7th Tranche: Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements.*, p.10

Nevertheless, many respondents interviewed mentioned that the problems linked to difficulty of transiting trade through neighbouring countries were amongst the most salient of factors hindering fluency/efficiency/profitability of trade for their country in addition to infrastructure deficiencies, an aspect that, given UNCTAD's mandate, was never to be addressed through the Project either. On the other hand, many of the measures that were analysed and for which regional and national project proposals were developed, together with regional organizations such as South Asia Sub-Regional Economic Cooperation (SASEC) and East African Community (EAC), have a regional dimension and are directly related to transit. It is also to be noted that other transit issues were addressed during the Project, amongst other ways, through detailed and informative presentations during the interregional forum.

Another issue that was not addressed by the Project was infrastructure—the main issues mentioned by respondents were roads, railways and laboratories. This issue was understandably not addressed by the Project because of its nature (network developing, communication, coordination), its scale (small budget not oriented toward developing infrastructure) and more importantly because infrastructure themes is not in UNCTAD's mandate. Thus, it is quite normal that the Project did not address the issue. Still, in many cases, the respondents mentioned infrastructure as one of the most important, if not *the* most important problem, affecting trade. In this sense, what could be done by UNCTAD within its mandate could be to directly couple its network development/TRTA/communication projects with infrastructure projects implemented by other institutions. Thus, in addition to being involved in the infrastructure projects, the beneficiaries would also be involved in an UNCTAD project which would have the potential effect of bringing two complementary efforts together.

Ultimately though, the adaptations brought to the Project during implementation (more focus on the WTO TF agreement negotiations) were relevant and appreciated by beneficiaries as WTO negotiations in Bali were to take place at the exact time when the Project was ending. At this point, the relevance of this change can all the more be appreciated as it is now known that at the beginning of the Bali negotiations, a multilateral trade facilitation agreement has been signed. Hence, the Project supported preparation of the participating countries for the Bali negotiations. It was all the more relevant as many of the interviewed and surveyed participants are involved or participate in one way or another in TF negotiations linked to the WTO. Indeed, the Project was relevant for the beneficiaries because, as one respondent mentions it: “enhance[d] the implementation capacity [of the beneficiaries in] trade facilitation measures within the WTO framework.” In that sense, it can be noted that the methodology used to develop the implementation plans through the Project was inspired by that used for the WTO self-assessment which for some countries had been done earlier. However, UNCTAD's Trade Facilitation Project went further in accompaniment activities to develop in a participative manner the implementation plans and also in terms of delineating how the measures in the plans were to be implemented. In the views of some respondents, the Project supported a better understanding of WTO TF negotiated measures and a more comprehensive gap analysis than the WTO self-assessment tool. To add to the overall relevance of the Project, in countries where national TF working groups existed, many of the survey and focus group respondents were active members of these groups.

Although 73% of survey respondents received briefing material on the Project and that 53% received the concept paper, a few respondents mentioned there was a bit of confusion at first concerning what the project was about and what it aimed to accomplish. When the actual project started, participants understood better the Project. The majority of beneficiary country representatives who were interviewed, surveyed and present during the focus groups participated in almost all the Project's activities and in general, they understood the Project quite well.

Although some respondents mentioned they were involved in the 2011 Ad-Hoc Expert Meeting, in general, beneficiaries were not *directly* involved in the design of the project per se, except for a few respondents. This did not affect the high level of satisfaction of the respondents concerning the Project design.

Recommendations

To eventually indirectly cover infrastructure issues, it is recommended, in the long term, to “couple” UNCTAD's network development/Trade Related Technical Assistance (TRTA)/communication projects with

complementary infrastructure projects implemented by other institutions (e.g.: World Bank [WB] Asian Development Bank [ADB], USAID)

It is recommended to make sure sufficient time is allocated to allow for all activities to be fully implemented and at the quality level required (e.g. details in the implementation plans)

4.1.2. Links to UNCTAD's Mandates & to the Development Account's Objectives

- The Project was well linked to UNCTAD's mandate and to the United Nations Development Account's (UNDA) objectives.

As mentioned in the concept paper, the Project contributes to UNCTAD's mandate through Section 12 (Trade and Development), Program 10, Subprogram 4 (Technology and logistics) in terms of “*Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168)*”. In addition, the Division on Technology and Logistics (DTL) aims to enhance the economic development and competitiveness in developing countries—in particular Least Developed Countries—through efficient trade logistics services and transit transport systems; science, technology and innovation, including increased access to and sustainable use of information and communication technologies; and training and capacity-building programmes for local institutions¹¹. The Project is well integrated in the branch as:

1. the majority of the beneficiary countries are LDCs;
2. it offered increased access to and sustainable use of information and communication technologies; and
3. it also offered training and capacity-building for local institutions.

The Project is also quite well aligned with the UNDA's objectives. For the 7th Tranche—as for all other tranches—the Project went through an extensive selection process at the UNCTAD level before being transferred to the UNDA. After the pre-selection, the UNDA itself screened the projects received and different UN agencies' proposals still need to compete amongst each other for a limited number of projects. Extensive negotiations and discussions go on in the form of back and forth between the UNDA and the UN agencies to adapt the projects to meet the UNDA's requirements, until a final selection is done. The UNDA's projects, through each project cycle called tranches, are classified by regions and all together, they have to cover “all regions of the globe”. In that sense, as UNCTAD's Trade Facilitation Project covered quite a few countries in Asia and eastern Africa, the geographical coverage was aligned with UNDA objectives. In terms of thematic clusters, this particular project falls under “Trade, Economics and Finance” cluster of UNDA projects. The themes are quite wide to allow for all UN agencies to submit proposals and to ensure a good diversity of projects in a given context. Thus, to a certain extent, the objectives are straightforwardly met; it is the quality of the projects that counts. The fact that UNCTAD is a research oriented institution is an advantage. The technical proposals are very detailed.

4.1.3. UNCTAD as an Implementer

¹¹ UNCTAD. Online (site last visited December 12th 2013). <http://unctad.org/en/Pages/DTL/Technology,-Innovation-and-Trade-Logistics.aspx>

- Generally, UNCTAD has proven its comparative advantage in implementing this type of project through its ability to :
 - Generate buy-in amongst beneficiaries
 - Effectively organize the Project's activities

Although the Trade Facilitation Project is small in scale and in budget, one advantage mentioned by some respondents is the agency's reputation and the "UN" effect it has on deciders involved as beneficiaries. As one respondent put it: "the intervention, although not oriented toward building roads or something like that, is seen as important and taken seriously because it has the UN "weight" to it." Also, still using another respondent's quote, UNCTAD's "world renowned reputation in terms of research oriented activities and capacity building services" ensures buy-in from beneficiaries from the views of some respondents.

Almost all respondents gave very positive comments regarding two particular aspects of the Project, either through the interviews, survey or through focus group discussion. The two aspects are the dedication of the Project managers and the high quality organization of events and workshops. Then came:

- High quality and detailed course content;
- Practical aspect of the Project (on site visits, especially the one in Switzerland appreciated as a sharing of experiences between north and south);
- Variety of topics presented by a variety of experts (public and private sector representatives);

4.2. Effectiveness

4.2.1. Results: Policies, Implementation Plans and Studies & Awareness Raising and Knowledge Sharing

- To actually measure the extent to which expected results were reached, a more robust monitoring and evaluation (M&E) system should have been set and used—e.g.: a baseline study would have been necessary.
- Nonetheless, it can be said that on the basis of the analysis, good results have been reached. Beyond the actual implementation of TF "policies" in beneficiary countries—although much did occur as policies were defined as implementation plans—the Project's success relies on raising awareness of the participants on TF issues and on sharing of best practices. A lot of capacity building has been done in this Project.
- In that sense, the single window theme received most attention/appreciation. Many respondents mentioned their country had started implementing the single window.

It is to be stated here that baseline data for all indicators was missing to objectively measure the expected results. For example, concerning the indicator linked to themes dealt with in the present sub-section, it was impossible to *verify* how many policies were actually implemented in the past two years as the consultant did not know how many existed at the beginning of the Project. Also, the indicator mentioned "increased number of trade facilitation policies in place, including national and regional trade facilitation implementation plans and studies" and as for all the indicators in the logical framework, there are certain problems with this one:

1. By definition, an indicator is neutral. The indicators in the Project’s logical framework always contain a “direction” as they begin with terms such as “increased”. In the evaluation matrix below, the reader will notice this direction was deleted.
2. The indicators are not precise on what they are measuring. The term “policies” seems widely defined and “includes implementation plans *and studies*”. An indicator is to always be very specific.
3. Finally, although the term “policy” is plural, the target of how many are expected to be in place at the end of the Project is not known. The concept paper should have presented a performance measurement framework (PMF) setting targets and indicating where and by whom the information and data should be collected during the Project to monitor its performance.

It is to be noted also that much of the reporting was done on the activities but less on the results. As a result, the answers given by the respondents were the only way of measuring this indicator—and all others for that matter. In addition, through discussion with the management team and UNCTAD’s EMU, it was determined that this result was to be reached over a medium to long term period of time. The evaluation is carried out at the end of the Project and so, it can mainly be used to assess short term and immediate results. To generate responses from the survey linked to the shorter term results, and to be able to attribute the results to the Project, the question was formulated the following way: Has your government implemented new trade facilitation policies/reforms/improvements/projects thanks to this Project in the past two years?

Instead of focusing only on TF policies, the evaluation also considered reforms/improvements/projects. This leaves some room for interpretation on the part of the respondents. Three quarters of the latter mentioned they did implement policies/reforms/improvements/projects *thanks* to the Project in the past two years (see chart 1 below). This is an interesting result for the Project. The terminal progress report states that six TF implementation plans have been *drafted* as a result of the Project. The indicator points to the fact that the policies, including national and regional facilitations implementation plans and studies, are to be “in place”. The implementation plans are drafted and through the validation process organized by the Project, it can be said that they are “agreed upon”.

Chart 1: Has your government implemented new trade facilitation policies/reforms/improvements/projects thanks to this Project in the past two years?

Response	Chart	Percentage
Yes		75%
No		25%

When narrowing the question and addressing implementation of the elements from the TF implementation plans developed through the Project, although more than half respond they did (56%, see chart 2 below), this is a drop of almost 20% compared to the preceding more general question. Many respondents interviewed or who participated in the focus groups mentioned that the time allocated to the Project was insufficient to implement the plans. It can be predicted that with the signature of the WTO multilateral TF agreement in December 2013, these implementation plans will have all the more chances of being implemented.

Chart 2: Has your government started the implementation of elements from the trade facilitation implementation plan developed during the project in the past two years?

Response	Chart	Percentage
Yes		56%
No		44%

Fewer respondents (only 38% see chart 3) mentioned their government implemented TF studies in the past two years. In terms of *future studies* to be released, the most mentioned one was the “time release studies”. Generally speaking however, as table 2 (below chart 3) shows, a vast majority of respondents mentioned that the Project contributed to a great extent to supporting their government in implementing new trade facilitation policies or in increasing readiness to implement such policies (93% of respondents used 4 or 5 on a scale of 5, with 5 meaning the greatest contribution).

Chart 3: Has your government implemented new trade facilitation studies in the past two years?

Response	Chart	Percentage
Yes		38%
No		62%

Table 2: To what extent do you consider UNCTAD has contributed to (using a scale from 1 to 5, with 5 meaning the greatest contribution)?

	5	4	3	2	1
Supporting your government in implementing new trade facilitation policies or in increasing readiness to implement such policies	62%	31%	7%	0%	0%

The most important results reached by the project are in the thematic areas of awareness raising and knowledge development for participants. The majority—if not all respondents—mentioned they had acquired new knowledge and/or skills through the Project.

In addition to the transit and the infrastructure issues—which were some of the most important issues affecting trade according to respondents—many other themes were mentioned as important. The respondents appreciated that the Project addressed these themes through all of its aspects, including in terms of knowledge generation, increased skills and capacity building (for some, studies have been produced on these themes by their government):

- Single Window;
- Customs automation;
- Authorized Economic operators;
- Risk management system; and
- Revised Kyoto Convention (RKC).

It is to be noted that these results are similar to found in the evaluation forms used by the management team after each regional events. The implementation plans helped “streamline” these issues to be addressed by the respective governments of respondents. Many of the latter mentioned that although the Project raised awareness on these issues, it is now important that the governments implement linked results. The Project set the basis for implementation, now it is time to act upon this basis. As already mentioned, now that the WTO TF multilateral agreement has been signed, the chances of the plans being implemented have increased a lot. Some respondents mentioned that the implementation plans will put pressure on their governments to amend national laws in a systematic, step by step approach—which takes some time, but the process is in motion thanks to the Project.

From all lines of inquiry, only one respondent mentioned the transparency issue linked to publishing information on the Internet. Other respondents mentioned that transparency remains an issue even if policies are in place; the problem is the implementation of the policies.

The practical side of the Project was quite appreciated by the participants and as one respondents puts it: “It helped us [government officials] better understand what it is like for a trader to cross customs and this raised our awareness of the difficulties they face”.

As mentioned by all UNCTAD representatives, this Project was implemented in a short time span—even shorter than other UNCTAD DA projects. This was also felt by some beneficiaries who mentioned that they were to a certain extent rushed to complete the implementation plans; the respondents mentioned that lack of time was seen as a disadvantage. In turn, this affected the level of detail they were able to provide in the implementation plans concerning, amongst the most important themes, budget information. To counterbalance this, some respondents mentioned that compared to the WTO self-assessment tool, the UNCTAD approach made a real difference and affected positively the participation of the institutions (private and public) in the development of the implementation plans.

Recommendations

It is recommended to develop a more thorough monitoring and evaluation system at the very beginning of such projects: prepare a baseline study with which to compare monitoring and evaluation results and develop a (Performance Measurement Framework) PMF to use throughout such projects

4.2.2. Results: National Working Groups and Regional Clusters

- The Project has supported the creation and strengthening of national working groups or committees for many countries and contributed to the creation or strengthening of regional clusters.


National Level

According to the terminal progress report, the Project supported the creation or the initiation of the process for creating national TF committees for three countries. As we can see below, this is somewhat supported by the survey data: from those that mentioned that no national TF committee existed before the Project (38% of respondents, chart 4), 67% (chart 5) said that the Project supported the creation of such a committee. From qualitative information collected, the other 33% can be interpreted as the situation where the process of creating a national TF committee has been *initiated*.

Chart 4: Before the Project, was there a national trade facilitation committee or working group?


Response	Chart	Percentage
Yes		62%
No		38%

Chart 5: Is there a new national trade facilitation committee or working group in place in your country thanks to this Project?

Response	Chart	Percentage (from the respondents who answered no to the preceding question)
Yes		67%
No		33%

As for the 4 countries in which such committees pre-existed the Project, the terminal progress report mentions that it has reinforced these. Again, this is corroborated by the survey data: of those that mentioned that national TF committees already existed before the Project, 90% (chart 6) said that the Project contributed to reinforce them, with 40% mentioning it contributed a lot.

Chart 6: To what extent has the Project contributed to reinforce it (strengthening the existing national trade facilitation committee or working group)?

Response	Chart	Percentage (from the respondents who answered yes to the first question related to TF national committees)
Contributed a lot		40%
Contributed		50%
Contributed a little		10%
Did not contribute at all		0%

An interesting fact has also emerged from the surveys, interviews and focus groups: many of the participants were active members of the national TF committees. This points to the good selection of the participants by national deciders.

Generally speaking, as table 3 shows, a vast majority of respondents mentioned that the Project contributed to a great extent to support their government in establishing trade facilitation collaborative platforms among the public and private sector stakeholders, or in reinforcing such platforms (86% of respondents used 4 or 5 on a scale of 5, with 5 meaning the greatest contribution, with 7% using 1). Those who mentioned that the national TF committees were not in place pointed to the cause of lack of funds to explain the situation.

Table 3: To what extent do you consider UNCTAD has contributed to (using a scale from 1 to 5, with 5 meaning the greatest contribution)?

	5	4	3	2	1
Supporting your government in establishing trade facilitation collaborative platforms among the public and private sector stakeholders, or in reinforcing of such platforms	43%	43%	7%	0%	7%

Through the interviews and the focus groups, some respondents mentioned that in addition to these results, the methodological process of developing the implementation plan—filling the questionnaire on the 39 measures—opened the communication channels between different ministries, departments and institutions in general (e.g.: trade, customs, finance, transport, tourism, etc.). Also, the plans help determine who has to do what. From information obtained through all lines of inquiries, customs are usually in charge of coordinating the TF committees (although this fact may vary from one country to another). For a few respondents from customs, coordinating the meetings of the different ministries involved in the development of the implementation plans was a logistical challenge and the different national institutions now went back to working in silos. One respondent mentioned that the national TF committee “is active in preparing the negotiations for Bali”.

Regional Level

As for the regional level results, the whole idea behind the Project was to create “Regional clusters”, a concept developed through another UNCTAD UNDA project in 2004-2006 (4th tranche) called “Capacity Building in Trade and Transport Facilitation for Land Locked and Transit Developing Countries.”¹²

The survey data below shows that from the 75% (chart 7) who mentioned that there was no regional TF committee or working group before the Project started (chart 7), 83% (chart 8) mentioned that the Project did not support the creation of such a committee or working group. However, for the 25% who mentioned that one pre-existed, 100% (chart 9) pointed out that the Project contributed to reinforce it (with 50% mentioning it contributed a lot).

Chart 7: Before the Project, was there a regional trade facilitation committee or working group?

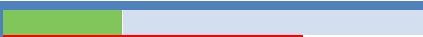
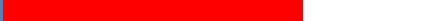
Response	Chart	Percentage
Yes		25%
No		75%

Chart 8: Is there a new regional trade facilitation committee or working group in place in your country thanks to this Project?


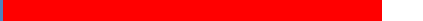
Response	Chart	Percentage
Yes		17%
No		83%

Chart 9: To what extent has the Project contributed to reinforce it?

Response	Chart	Percentage
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¹² UNCTAD. 2011. *United Nations Development Account, 7th Tranche: Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements.*, p. 7 (footnote 5).

For more information of the 2004-2006 project, please visit:

<http://www.un.org/esa/devaccount/projects/2004/0405M.html>

Contributed a lot
Contributed

		50%
		50%

However, as pointed out in sub-section 2.3, the analysis of the survey data has to be nuanced here as there was a terminology flaw in the survey questionnaire (please see p.7 above). Indeed, committees and working groups are not the same as clusters. Where committees and working groups are more official, clusters could be rather interpreted as a basis for regional networking and cooperation. The Project was not designed to help build regional TF committees or working groups but it did aim to facilitate regional networking and cooperation through regional forums aligned with WTO commitments.

In that sense, the regional events contributed much to the reinforcement of the regional TF clusters. Below are the four regional events organized by this Project:

- Kigali, April 2013;
- New Delhi, May 2013;
- Arusha, July 2013 ; and
- Kathmandu, October 2013.

The onsite visits:

- One Stop Border Post in Rwanda / Burundi border; and
- Dry port in New Delhi.

The objectives of the events were to: 1) Provide a platform for countries to share the experiences and best practices on the implementation of trade facilitation at regional level, 2) Analyze in depth those TF measures where a higher need for assistance was identified and consider whether regional approaches could be used to overcome identified implementation challenges, 3) Strengthen participants' capacities regarding the development of project proposal for TF assistance¹³.

Not all respondents participated in their respective regional events but all in all, the continuity of the participation was good. One of the most appreciated aspects of the regional level events was the possibility for neighboring countries' representatives to engage in organized talks and discussions to exchange on practices as well as discuss harmonization of practices and all this, in a very participatory context. Another valued aspect of the regional level event was the high level of quality of the detailed content presented during the capacity building sessions. Generally speaking, the regional TF clusters would be welcomed and many respondents see the benefits such networks could bring to them, above all to deal with transit issues. However, the respondents understand that the process of developing such clusters is lengthy and demanding.

Interregional Level

As already mentioned, the interregional forum was much appreciated by participants as demonstrated by the statistics below. Table 4 demonstrates that the majority of respondents (47%) ranked first the interregional part of the Project, second the regional (60%) and third the national part. It is to be noted that some respondents mentioned this was a hard question for them as they would have preferred not to have ranked these elements of the Project; they considered that all were equally useful for them.

Table 4: What part of the Project do you consider was most useful (rank 1, 2, 3) national, regional or interregional events/forum/workshops?

	1	2	3
National	29%	14%	57%
Regional	33%	60%	7%
Interregional	47%	20%	33%

The content of the presentation, the management of debates, the practical experiences, the onsite visit to the Swiss Custom and the overall organization of the conference (logistical arrangements, infrastructure, equipment,

¹³ UNCTAD. December 2013. *Terminal Progress Report*. p. 4

facilities) all received 100% positive answers (excellent or good, charts 11, 12, 13, 14, and 15). The other two components surveyed the structure of the conference (modules, teamwork, breaks) and its duration received similar positive answers with a 10% of “regular” as an answer (charts 16 and 17). In terms of the structure of the conference, one respondent mentioned (s)he would have appreciated more team work. In terms of duration, one respondent mentioned more time would have been needed to cover more ground in terms of TF.

Chart 11: How would you qualify the content of the presentation?



Chart 12: How would you qualify the management of debates?



Chart 13: How would you qualify the practical exercises?



Chart 14: How would you qualify the onsite visit (Swiss Custom)?

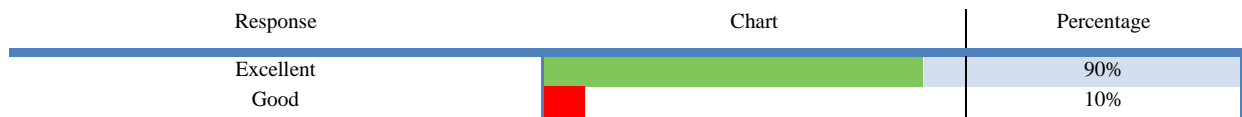


Chart 15: How would you qualify the overall organization of the conference (logistical arrangements, infrastructure, equipment, facilities)?

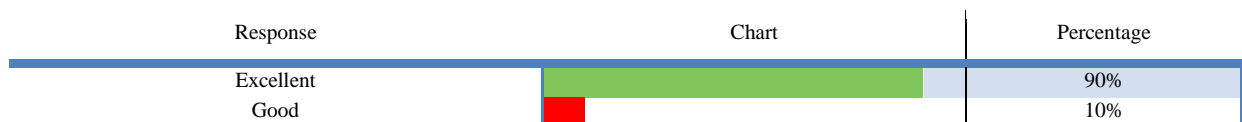


Chart 16: How would you qualify the structure of the conference (modules, teamwork, and breaks)?



Chart 17: How would you qualify the duration of the conference (in days)?



Best Practice

It is recommended to continue building the kind of interactive discussion forums/platforms in which beneficiaries can exchange and eventually experience some sort of south-south exchange process as this has generated much appreciation amongst beneficiaries;

In the context of a similar project, it is recommended to continue using the “practical” approach to capacity building (e.g.: onsite visits and participatory discussion forums) as this was appreciated by respondents because of the innovativeness that underlines it and the buy-in generated.

4.2.3. Factors Influencing the Implementation of the Project

The present sub-section contains information mainly sourced in the survey qualitative answers, interviews and focus groups.

Here are the main factors that have affected positively the implementation of the Project (others can be found in the text):

- The positive factors most mentioned by respondents were the organization, coordination, communication and overall management of the Project.
- The regional and interregional experiences, including onsite visits, were also very appreciated and seen as innovative by many respondents.

The main factor that affected negatively the implementation of the Project was lack of time (other factors can be found in the text).

A total of 100% of respondents (table 5) that participated in one or more onsite visits mentioned it was very useful or useful—the Not Applicable/Did not participate answers are from respondents from a different region than where the event took place. The reasons for this were the participatory context in which the group interactions took place as well as the experience of sharing and knowledge development (quality of the experts presenting at these events).

Table 5: Did you consider the onsite visits useful?

	Very useful	Useful	Not very useful	Not useful at all	Not Applicable/Did not participate
in Geneva (Swiss customs with French border)	88.4%	6.3%	0%	0%	6.3%
	100% of those who participated				
In New Delhi (Dry port)	37.5% (100% of those who participated)	0%	0%	0%	62.5%
In Kigali (One stop border post)	50%	12.5%	0%	0%	37.5%
	100% of those who participated				

- The use of national consultants to apply the methodology for the implementation plans: This was welcomed as these consultants were selected on the basis of recommendations from the participants. The fact that the consultants were from the country in which they were operating was also valued as they had more chances of better understanding the details of the national context. The participants had more confidence in the consultants.
- The fact that the implementer of the Project was a UN agency stimulated the participation of national institutions that sometimes do not participate. For many respondents, this tackles an important problem they usually encounter during implementation of a project: buy-in of participants.

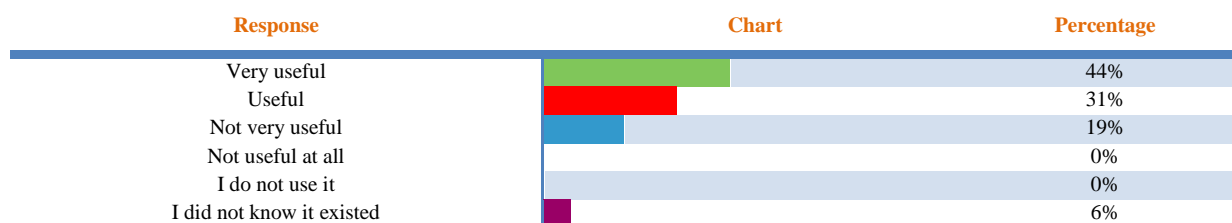
Some minor issues affected negatively the implementation of the Project:

- For a few respondents, having one ministry/department/institution in charge of coordinating the Project’s activities was a bit disappointing and sometimes reduced the level of participation of other institutions. These respondents would have appreciated more involvement from other institutions in the Project.
- A few respondents mentioned that opportunities for potential synergies with projects from other implementers were missed (as mentioned above, mainly in terms of infrastructure). These were brought up because in the opinion of the respondents, these synergies would have generated complementary results. A few options mentioned: projects with USAID, ADB, WCO etc.
- The issue of lack of time during the Project’s implementation—mainly with regards to the development of the implementation plans—was brought forward by many as an issue, especially in the development of the implementation plans.
- For Burundi, the language issue was somewhat felt as a barrier. If other countries from the Francophonie had been involved, this might have helped. However, with only one francophone country, they felt isolated.

Although 75% of survey respondents consider that the GFPTT was useful or very useful (chart 10), many qualitative answers nuance this result—in addition to the fact that this is the only question of the full survey to which there were some negative answers (19% of “not very useful”). Indeed, the accessibility to the online tool was depicted by respondents as a problem. Many mentioned that there were password recognition issues and they had trouble accessing the website. Once on the site, they said it was not very user friendly. If ever the users were to have any problems, they were to contact the Project managers who would help them. It seems this was somewhat misunderstood as very few respondents consulted mentioned they had actually contacted the Project managers for that matter.

It is to be noted that all information and presentations from Project’s events and workshops were shared with participants on the GFPTT.

Chart 10: Did you consider the online groups created in the website Global Facilitation Partnership for Transportation and Trade (GFPTT) useful?



Interviews with Project management representatives also brought up the fact that the online tool idea had little potential as computer equipment and systems in the targeted countries are sometimes deficient. This section of the Project should not have been *budgeted* and should have been only a “good to have” in the context of the Project. Finally, as it was decided to use an already existing online platform—the GFPTT— and the funds put aside for this component of the project were reassigned elsewhere. Thus, although this expected result shows some signs of weaknesses, the effects on the whole Project are limited, especially considering the fact that no Project funds were used to implement the GFPTT.

Recommendations

It is recommended to concentrate efforts on activities that beneficiaries feel most comfortable with and either leave aside those with which they are less accustomed to (GFPTT) or choose a limited number of beneficiaries amongst the groups and give them extra training (recommendation for the design phase)

4.3. Efficiency

4.3.1. Cost-Efficiency & Timeliness of the Project (Including Synergies)

- Financial efficiency in general is one of the strengths of the Project. Indeed, with a small budget (471,324.78 USD) and with everything the Project has accomplished, there still remain funds (67,987.02 USD).
- In that sense, one of the main factors that rendered the Project's implementation so efficient was the synergies it created with other UNCTAD projects.
- The allocations of the funds are well balanced between each budget line and generally respect budget allocation.
- Not much can be said about the timeliness of the Project except that it could not have been better: one week after the end of the Project, WTO negotiations started again in Bali, leading to the signature of a multilateral agreement on TF (the reader should note that the correlation between issues dealt with through the project and issues encountered by beneficiaries in the past two years will be addressed in the sustainability section.) 82% of the respondents mentioned that the project contributed to the improvement of their country's negotiating positions in trade facilitation.

Generally speaking, considering all results reached and depicted above, the Project's implementation was efficient. To back this statement, it can be said that 94% of the survey respondents mentioned that UNCTAD's officials were very efficient in managing the project, especially in organizing the Project's activities and events.

Also, not all the Project's budget was spent (only approximately 85.6%, as per the financial status of beginning of December). It is to be noted that when considering the work done by UNCTAD's project manager and other staff in planning, managing and supervising the project, funded by the agency's regular budget (not from the Project), the total budget increases—by double as mentioned by an UNCTAD representative. As this information could not be verified, it is difficult to measure administration costs—time and cost allocated to the Project *management*. However, as one respondent puts it, the high number of outputs produced in 24 rather than the initially scheduled 32 months was made possible *because* regular budget staff actively participated in the substantive activities (lectures, interviews, reviewing and writing the substantive reports, etc). This cost should realistically be added to the total budget of the Project, but as the work done can be considered as operational work, it cannot be qualified as "administrative" or "management" cost.

Table 16 below depicts the financial portrait for the Project. The main budget line is the travel of participants and conference costs (40.1% of the total budget) which can be interpreted as operational costs, directly attributed to the beneficiaries. The second largest cost is the "consultants" budget line which were predominantly used for employing national consultants; thus, again funds disbursed at the beneficiary national level. The reduction in consultants' allocation and committed funds is explained by the Project's management as a consequence of synergies created by collaboration with other projects to avoid duplication (i.e. use of an existing online tool instead of creating a new one—20,000 USD were allocated to the creation of the online tool—and making use of questionnaire developed by another project for the Project's methodology). Then comes staff travels with 20.8% of total budget, 1.5% higher than initially planned. This is reasonable considering the staff turnover at the project management level. At first, the supervisor traveled with the new manager to make sure everything was running smoothly. In addition, apparently, plane tickets were higher than initially planned.

Table 16: General Financial Data on the Project

Object class	Allotment (from concept paper / UNCTAD's	Total committed	% of total
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	financial system information)	funds	implemented budget
621 Travel of participants and conference costs	183,000 / 198,500	161,912,09	40.1%
604 Consultants	179,000/145,500.00	140,740.29	34.9%
608 Staff travels	91,000 / 103,324.78	97,821.27	24.3%
612 Contractual services	18,000 / 18,000	1,032.27	0.3%
616 Miscellaneous costs	6,000 / 6,000	1,831.46	0.5%
Total	471,324.78	403,337.76	100%

In terms of synergies, for the development of the implementation plans, the Project used a methodology that already existed. This methodology was developed in the UNCTAD project called TBAY. The TBAY project, financed by the European Union and Norway, directly aims at the development of Implementation Plans for WTO Trade Facilitation agreement in developing members. Thus the six implementation plans developed in the context of the UNDA Project can be added to a series of other implementation plans developed in the context of TBAY based on exactly the same methodology. The actual development of the implementation plans was also efficient, from four to six months from the launch of the national phase of each national process to the validation of the implementation plans themselves.

- Launch of national phase of project in Tanzania -18/01/2012 / Validation 26/06/2012 (**5 months and 8 days**)
- Launch of national phase of project in Nepal - 03/03/2012 / Validation 24/09/2012 (**6 months and 21 days**)
- Launch of national phase of project in Bhutan - 23/05/2012 / Validation 12/12/2012 (**6 months and 29 days**)
- Launch of national phase of project in Uganda - 13/06/2012 / Validation 24/10/2012 (**4 months and 11 days**)
- Launch of national phase of project in Rwanda - 13/06/2012 / Validation 28/11/2012 (**5 months and 15 days**)
- Launch of national phase of project in Bangladesh- 24/07/2012 / Validation 28/11/2012 (**4 months and 4 days**)¹⁴

In addition to this direct use of another project's methodology, as already partly mentioned above, the Trade Facilitation Project also drew "...on experience gained from the previous technical assistance projects in the area of trade facilitation, especially those related to establishment of national working groups and regional clusters both in West Africa and East Caribbean¹⁵." It used the already existing GFPTT and used a co-financing approach for the organization of all regional events—e.g.: the one organized in Kathmandu—with for example the ADB, the SASEC, AusAID, etc.

Best Practices

It is recommended to continue using the synergy generated from collaboration with other in-house projects to improve efficiency of the project, leveraging experience and achievements of other projects.

¹⁴ UNCTAD 2012. *Progress Report*, p. 2

¹⁵ UNCTAD. 2011. *United Nations Development Account, 7th Tranche: Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements.*, p. 6

4.4. Sustainability

4.4.1. Institutional and Individual levels

- As mentioned above, all respondents were directly involved in the thematic areas addressed through the Project.
- Continuous participation of relevant beneficiary country representatives—with a few exceptions—throughout the Project sets the basis for ensuring sustainability in the near future as these participants have acquired much knowledge through the Project and seem to be convinced they can make a difference in their work environment by using this knowledge.
- It seems there is an institutional/governmental will to address TF related issues which can also ensure sustainability. To render this Project sustainable, the implementation plans need to be seriously used by the beneficiary countries.
- Many respondents mentioned they will use the knowledge they acquired through the Project in the future for the departments and institutions they are working for..

Sustainability is difficult to measure directly at the end of a project such as the one evaluated here as by definition, sustainability can only happen later on. The evaluation thus tries to see if the pieces are in place and the context has been set right to at least partly ensure sustainability of results. Hence, sustainability depends on the adequacy of the themes addressed through the Project and the issues facing the beneficiary countries. On this point, it can be said that TF was on the agenda of the majority of the governments of countries involved in the Project, if not all. For example, one country is in the process of implementing custom reforms under a SASEC-TF program; another is in the process of developing the Single Window approach on one of its borders, both being implemented by the countries at the same time the Project was running.

One factor that affected somewhat negatively the sustainability of the Project was its short time span. Paraphrasing the words of some respondents, everything happened so quickly that even if the participants were able to acquire new skills and knowledge, more time would have been needed to set the context in the institutions involved to make sure these new elements will profit the country as a whole.

Notwithstanding this point, looking at the survey results, things look quite good for the sustainability of the Project results. Indeed, 100% of respondents mentioned that the Project contributed to enhancing their knowledge on trade facilitation (84% said it contributed a lot); 100% mentioned they will now use what they have learned from the Project in their daily work (68% will use it a lot); 95% consider that the Project addressed issues that are linked to their individual work related needs (74% strongly agrees with the statement) and the same proportion (95%) agreed that the Project addressed issues that are linked to their country's needs (84% strongly agreeing with the statement, 10% more than with their individual needs); and finally, 85% of respondents mention that they are satisfied with what the Project actually delivered (activities and outputs) in terms of their individual work related needs and country's needs. During interviews and focus groups, the majority of respondents mentioned that they could convince their working surroundings, including their superiors, of the importance of implementing TF measures. Still, some respondents think that a follow up project should be organized or else "Good results could be lost". As is the case in many similar situations, the main reason why respondents feel they need more support is lack of investment from their government.

Recommendations

It is recommended to develop a follow up project to this one but that would greatly build on the results reached through this one and that would require gradually more time and money investments from the beneficiary countries. This would have to be mentioned to the countries beforehand to ensure buy-in even though investment would be required

4.4.2. Beneficiary Involvement (Implementation)

- All country focal points were involved in the selection of the national consultants to conduct the gap analysis study and complete the implementation plan.
- The Project's activities were interactive, iterative and participative and thus it can be deduced that the participants were involved in its implementation (validation of the implementation plan, conferences, speeches, exchange of best practices, etc.)
- Some respondents mentioned they would be able to use what they have learned in the Project while participating in other development projects which can be seen as an important sustainability factor.
- A lack of private sector's participation was noted.

To ensure sustainability, it is also important to make sure beneficiaries are involved in the Project's implementation. Although there was no real system to manage this issue, de facto, the countries beneficiaries were involved in implementation through, amongst other things: the selection of national consultants, the development of the implementation plans, the presentations done during the regional events, etc. Additionally, the beneficiaries have learned through capacity building workshops how to develop project proposals. This will help them conceive projects which content will be aligned with their evolving needs, based on the results reached through this Project and others. If the other projects build on what has been done in UNCTAD's Trade Facilitation Project, results will go to greater lengths.

One weakness in the Project's capacity to involve the beneficiaries in its implementation lies in the somewhat weaker participation of the private sector. Although some representatives from the private sector have participated in the national events, some respondents expressed the opinion that the private sector was not sufficiently involved in the Project. Many respondents think that the private sector plays a big role in TF and that to a certain extent, it is the ultimate beneficiary of TF. Projects such as this one should put more efforts into encouraging the participation of the private sector because as main drivers of trade, it will be given credibility to continue putting political pressure on public sector representatives. This will also give the private sector a better position to express their needs in the future.

Recommendations

It is recommended to increase the private sector's involvement in similar projects

4.5. Preliminary Impact

The Trade Facilitation Project being evaluated here has accomplished a lot and reached many results especially considering the small budget and short time span characterizing it. In the long term however, changing things for the better in terms of TF is a continuous process. For many respondents, the Project is a brick supporting a foundation that will ensure relevant, effective, efficient and sustainable TF measures. However, at this early stage, it is very difficult to measure any preliminary impact. What is hoped is that the buy-in and political will leveraged by the Project will make possible a intrinsic follow up on TF linked TRTA/CB in which the skills, knowledge and tools acquired can be passed on to others and most importantly used to change how things are done in each participants' respective institutiOn. Only this can ensure that results will be sustainable and lead to impact. As emphasized in sub-section 4.4 sustainability, continuous participation of relevant beneficiary country representatives throughout the Project sets the basis for ensuring sustainability in the near future. However, as is with most other small scale project (small budget) of UNCTAD, this project could only target a limited number of representatives from beneficiary countries. Due to the relatively small number of participants for each country involved, some trained experts could be tempted to change career where they would benefit from better conditions, thus posing some challenges to the building up of institutional knowledge. Talent loss could be a potential negative factor to the longer term impact of the Project, if knowledge transfer isn't carried out in a timely manner at the beneficiary country.

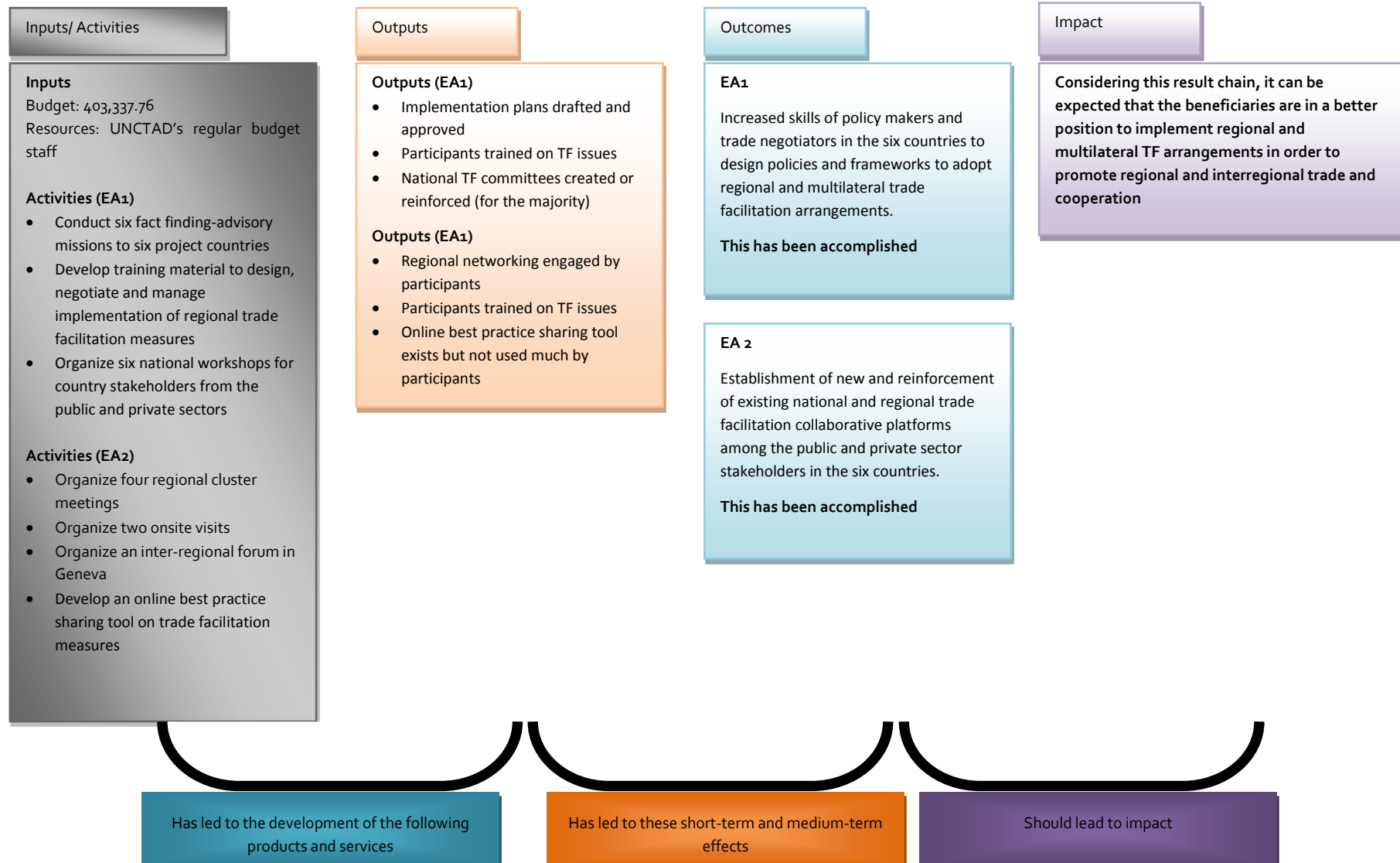
In terms of positive factors that could affect the impact of the Project, the most important one is changes in mentalities. When trained individuals start using their new knowledge in their day to day work and establish improved methods of addressing issues as a consequence of the initiative evaluated, That is when impact has the most chance of appearing.

An impact, defined in the pure sense of RBM, is a long-term development result at the society level—or in the present case, at the institutional level—that is the logical consequence of achieving a combination of outcomes and outputs. It is a societal/institutional change. It is usually reached 3 to 5 years after a project has ended. It is the higher-order objective to which a development intervention is intended to contribute.

Through all that has been said above linked to results reached, in terms of preliminary impact, the answer to the question “Is there initial evidence that the beneficiaries’ capacity in designing, managing and implementing regional and national trade facilitation solutions (including undertaking trade negotiations) has been enhanced?” is apparently yes. However, other questions follow: are these results reaching sufficient scales to really impact positively the situations in the targeted countries? Will the national TF committees last and will their members continue meeting regularly? Should other larger scale projects and programmes support and continue carrying the results of the Project? These questions will be answered in the near future. There is room to be optimistic, all the more considering the signing of the multilateral WTO TF agreement lately. Indeed, as mentioned above, the implementation plans developed at the national phase of the Project was directly linked with the content of the WTO TF negotiations. Thus, as the WTO TF agreement was signed in December 2013, the implementation plans gain in importance and clearly becomes a work plan, a way forward for the benefiting countries.

To substantiate the positive attitude towards reaching the eventual impact of the Project, here is the results chain of the Project:

Figure 1: Result Chain



5. CONCLUSIONS, LESSONS LEARNED & RECOMMENDATIONS

This section concludes the report and wraps up the analysis by summarizing findings for each evaluation criteria.

5.1. Conclusions

Relevance:

Overall, the project responded to beneficiaries needs, with some respondents mentioning that a few themes could have been addressed a bit more. The Project was also well aligned to UNCTAD's mandates and to the UNDA' objectives. UNCTAD as an implementer was appreciated for its capacity to generate buy-in and its effectiveness and efficiency in organizing the Project's activities.

Effectiveness:

Although some shortcomings in the M&E system somewhat affected the consultant's ability to fully assess the effectiveness of the Project—using by-the-book evaluation methodologies—it can be said with objectivity and confidence that the expected results have been reached. From the perspective of the respondents, what supported the success of the Project was the high quality of the overall management of the Project and the innovative and participative regional and interregional experiences. Many respondents would have appreciated for the Project to last longer.

Efficiency:

The Project was cost-efficient (to a great deal thanks to synergies operated by management with other UNCTAD project) and was timely (after having generated useful negotiation tools, it ended right when the WTO negotiations started in Bali).

Sustainability:

The higher than usual continuous participation of the relevant beneficiary country representatives throughout the Project—with a few exceptions—sets the basis for ensuring sustainability of results in the near future. This is all the more true considering that many respondents mentioned they will use the knowledge they acquired through the Project in the future for the departments and institutions they are working for. Also, participants were actively involved in the implementation of the Project (selection of national consultants, validation of the implementation plan, conferences, speeches, exchange of best practices, etc.) A lack of private sector's participation was noted, as this could be a permanent driving force to tackle TF issues.

Impact:

Considering the result chain and what has been achieved through the Project, there are reasons to believe that the Project will have produced a certain impact on the institutions from which the participants came from.

5.2. Lessons Learned & Best Practices

What has been achieved by this Project paves the way to extracting some lessons learned and best practices to be used by other UNCTAD project managers of UNDA projects and even other types of projects. The main lessons learned and best practices are:

- Use a participative methodology in the management of such project;

- Continue building the kind of interactive discussion forums/platforms in which beneficiaries can exchange and eventually experience some sort of south-south exchange process as this has generated much appreciation amongst beneficiaries;
- Continue using the “practical” approach to capacity building (e.g.: onsite visits and participatory discussion forums) as this was appreciated by the respondents because of the innovativeness that underlines it and the buy-in generated; and
- Continue using synergies generated from collaboration with other in-house projects to improve efficiency of the project, leveraging experience and achievements of other projects.

5.3. Recommendations

The evaluation’s recommendations are:

1. *To eventually indirectly cover infrastructure issues, it is recommended, in the long term, to “couple” UNCTAD’s network development/TRTA/communication projects with complementary infrastructure projects implemented by other institutions (e.g.: World Bank [WB] Asian Development Bank [ADB], USAID)*
2. *It is recommended to make sure sufficient time is allocated to allow for all activities to be fully implemented and at the quality level required (e.g. details in the implementation plans)*
3. *It is recommended to develop a more thorough monitoring and evaluation system at the very beginning of such projects: prepare a baseline study with which to compare monitoring and evaluation results and develop a (Performance Measurement Framework) PMF to use throughout such projects*
4. *It is recommended to concentrate efforts on results that beneficiaries have most ease with and either leave aside those with which they are less accustomed to (e.g. GFPTT) or choose a limited number of beneficiaries amongst the groups and give them extra training*
5. *It is recommended to develop a follow up project to this one but that would greatly build on the results reached through this one and that would require gradually more time and money investments from the beneficiary countries. This would have to be mentioned to the countries beforehand to ensure buy-in even though investment would be required*
6. *It is recommended to increase the private sector’s involvement at national level in similar projects*

ANNEX 1 EVALUATION MATRIX

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
RELEVANCE			
<ul style="list-style-type: none"> Do the Project design and the choice of activities and deliverables properly reflect and address the needs of the beneficiaries (differentiating national and regional levels and private from public beneficiaries)? <ul style="list-style-type: none"> Is there a correlation link between the Project's design, activities and deliverables and the needs of the beneficiaries? 	<ul style="list-style-type: none"> Level of knowledge of the beneficiaries of the Project's concept paper/briefing material Level of satisfaction of the beneficiaries¹⁶ with the Project design Level of satisfaction of the beneficiaries with the Project activities and deliverables 	<ul style="list-style-type: none"> Interviews Focus groups Survey 	<ul style="list-style-type: none"> Beneficiaries Project managers
	<ul style="list-style-type: none"> Number of occasions during which the beneficiaries were able to express their needs during project implementation 	<ul style="list-style-type: none"> Document review Interviews Focus groups 	<ul style="list-style-type: none"> Progress reports Implementation plans Beneficiaries Project managers
<ul style="list-style-type: none"> Do the project design and the choice of activities and deliverables take into account UNCTAD's mandates? 	<ul style="list-style-type: none"> Correlation between the project design and UNCTAD's mandates Correlation between selected activities with UNCTAD's mandates 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Project's concept paper Project managers
<ul style="list-style-type: none"> Are the project design and the choice of activities and deliverables aligned with the objectives of Development Account? 	<ul style="list-style-type: none"> Correlation between the project design and the objectives of Development Account Correlation between the selected activities and the objectives of Development Account 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Project's concept paper Project managers

¹⁶ Beneficiaries include all types of beneficiaries including stakeholders from the private sector.

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
<ul style="list-style-type: none"> Were the planned and actual activities and outputs of the project consistent with the intended outcomes? 	<ul style="list-style-type: none"> Correlation between the activities and outputs and intended outcomes 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Project's concept paper Progress reports Project managers
<ul style="list-style-type: none"> What is UNCTAD's comparative advantage in this area of work? 	<ul style="list-style-type: none"> Number and quality of comparative advantage UNCTAD has in the targeted area of work 	<ul style="list-style-type: none"> Document review Focus groups Interviews 	<ul style="list-style-type: none"> Project's concept paper Secondary information Project managers Beneficiaries
EFFECTIVENESS			
<ul style="list-style-type: none"> Have the activities achieved planned objectives as enunciated in the project's logframe and produced beneficial results? Measuring the expected accomplishments indicators: <ul style="list-style-type: none"> Increased skills of policy makers and trade negotiators in the six countries to design policies and frameworks to adopt regional and multilateral trade facilitation arrangements. 	<ul style="list-style-type: none"> Number of trade facilitation policies in place, including national and regional trade facilitation implementation plans and studies. (long term/ impact level) Level/ degree of awareness raising and knowledge of trade facilitation tools, policies and best practices. (outcome level)? 	<ul style="list-style-type: none"> Document review Interviews Focus groups Survey 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries Project managers
<ul style="list-style-type: none"> Establishment of new and reinforcement of existing national and regional trade facilitation collaborative platforms among the public and private sector stakeholders in the six countries. 	<ul style="list-style-type: none"> Number of national and regional trade facilitation collaborative platforms in place 	<ul style="list-style-type: none"> Document review Interviews Focus groups Survey 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries Project managers
<ul style="list-style-type: none"> What were the main factors influencing the outcomes of this project? 	<ul style="list-style-type: none"> Factors influencing the outcomes of the project 	<ul style="list-style-type: none"> Document review Interviews Focus groups 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
			<ul style="list-style-type: none"> Project managers
<ul style="list-style-type: none"> What are the lessons to be learned for a replication of the project approach to other locations? 	<ul style="list-style-type: none"> Lessons learned for replication of the project to other locations Degree of replicability of the project in other locations 	<ul style="list-style-type: none"> Document review Interviews Focus Groups 	<ul style="list-style-type: none"> Countries' documents Progress reports Project managers Beneficiaries
EFFICIENCY			
<ul style="list-style-type: none"> Have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes? 	<ul style="list-style-type: none"> Correlation between costs and results Percentage and cost of personnel time allocated to programme management Adequacy of management expenses vs. operational expenses 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Progress reports Other financial information Project managers
<ul style="list-style-type: none"> Have the project activities been delivered in a timely manner? 	<ul style="list-style-type: none"> Correlation between issues dealt with through the project and issues encountered by beneficiaries in the past two years Level of satisfaction of beneficiaries 	<ul style="list-style-type: none"> Document review Interviews Focus groups 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries Project managers
SUSTAINABILITY			
<ul style="list-style-type: none"> Have the activities been designed and implemented in such a way to ensure maximum sustainability of their impact 	<ul style="list-style-type: none"> Perception of beneficiaries and managers Quality of sustainability strategies Level of institutional development through the Project (institutional memory) Level of individual development the Project 	<ul style="list-style-type: none"> Document review Interviews Focus groups Survey 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries Project managers
<ul style="list-style-type: none"> Were beneficiary country stakeholders actively involved in 	<ul style="list-style-type: none"> Number of occasions during which the beneficiaries were 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Implementation plans Events participants lists

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
the initiation, design and implementation of the project? ○ Has the project's concept paper been developed through consultations with the beneficiaries? How were the countries' needs assessed and then integrated in the Project	<ul style="list-style-type: none"> able to get involved in project implementation Level of participation of the beneficiaries Level of satisfaction of the beneficiaries with their involvement in the Project's initiation and design Level of satisfaction of the beneficiaries with their involvement in the Project's implementation 	<ul style="list-style-type: none"> Interviews Focus groups Surveys Interviews Focus groups Surveys 	<ul style="list-style-type: none"> Beneficiaries Project manager Beneficiaries Project manager
IMPACT			
<ul style="list-style-type: none"> Is there initial evidence that the beneficiaries' capacity in designing, managing and implementing regional and national trade facilitation solutions (including undertaking trade negotiations) has been enhanced? Measuring the objective indicators: ○ Objective: To strengthen the capacity of policy makers and trade negotiators in landlocked and transit developing countries in East Africa and South Asia to implement regional and multilateral trade facilitation arrangements in order to promote regional and interregional trade and cooperation 	<ul style="list-style-type: none"> Increased number of trade facilitation measures is adopted in line with regional trade arrangements. 	<ul style="list-style-type: none"> Document review Interviews Focus groups Survey 	<ul style="list-style-type: none"> Countries' documents Progress reports Beneficiaries Project managers

ANNEX 2 SURVEY/ FOCUS GROUPS GUIDES

Tips for facilitator on how to supervise the survey sessions

General

- While supervising the surveys, it is important not to judge the answers the respondents give if ever you see these answers (no worded, facial or body reactions to the answers or the respondents will start searching for answers that won't make you react instead of the real answers.)
- It is important for you to know and understand the survey questionnaire and all the rationale behind it to be able to give objective and scientific answers if ever the respondents have questions. It is important to explain the rationale of the questionnaire. If respondents understand the reason why the whole exercise is undertaken, they will be more motivated to respond truthfully.
- The idea is to make them know that the evaluation is done to improve the programme. The purpose of the process is not to collect private information on the respondent; all data will be made confidential.
- Always encourage the respondents to give details for the "Please explain why" questions in the survey.

Methodology

- It is very important that every respondent understand each question the same way so show that you are open to answer questions on the survey and make the respondents feel comfortable to ask these questions.
- When the process is started, it is important to go through the whole questionnaire. When the survey is not completely filled, normally, the answers cannot be used.
- Please discourage the use of the "Not Applicable/Do not know" as the respondents should have answers to all questions. Again, if the respondents do use these responses, it is important to encourage them to explain why they used this answer in the text boxes.

Survey Questionnaires

Welcome to the Trade Facilitation Project evaluation survey

The survey is designed to provide useful information that will help improve future project design and provide constructive recommendations in order to strengthen UNCTAD's work. Your participation is important. The survey should take around 20 to 25 minutes to complete

Your insights and responses are greatly appreciated and are valuable to the success of the Project. All responses are of course confidential.

Thank you in advance for your time!

This survey has been designed and is managed by the independent external evaluator Mr. Alexandre Daoust

Survey¹⁷ for Interregional forum

Section A Identification

1. You are representative of:
 - Ministry of trade
 - Customs
 - Other (please specify): _____

Section B Feedback on the Interregional forum:

2. How would you qualify the following aspects? (Excellent/ Good / Regular / Poor / Very Poor)
 - Content of the presentation
 - Management of debates
 - Practical exercises
 - Technical visit
 - Overall organization of the conference (logistical arrangements, infrastructure, equipment, facilities)
 - Structure of the conference (modules, teamwork, breaks)
 - Duration of the conference (in days)

Comments, details, explanations: _____

3. What is in your opinion the most useful aspect of the forum? (open question)
4. How would you intend to use the results of the forum to develop national policies related to trade and transport facilitation? (open question)

Other comments, suggestions, aspects to improve (open question):

Additional questions linked to the project in general (other aspects of the project than the final Workshop):

Section C Feedback on the Trade Facilitation Project

5. To what extent has the project contributed to enhancing your knowledge on trade facilitation? (Contributed very much, contributed, contributed little, did not contribute at all)
6. Are you satisfied with your involvement in the Project in general? (Very satisfied/ satisfied / not satisfied / Not at all unsatisfied)
7. To what extent do you consider you will now use what you have learned from this project in your daily work? (I use it a lot / I will use it regularly / I will use it only a bit / I will not use it at all)

Comments, details, explanations: _____

8. Did you consider the onsite visits in Geneva (Swiss customs with French border /New Delhi (Dry port) / Kigali (One stop border post) useful? (Very useful, useful, not very useful, not useful at all)

Comments, details, explanations: _____

9. Did you consider the online groups created in the website Global Partnership for Transport and Trade (GFPTT) useful? (Very useful, useful, not very useful, not useful at all, I do not use it, I did not know it existed)

¹⁷ This survey has two parts, the first part is the usual end of workshop survey that has been used by the project since its inception; the second part has questions more relevant for and more focused on the whole project, for the evaluation purpose.

Your suggestion on how to improve it or for not using it:

10. What part of the Project do you consider was most useful (rank 1, 2, 3) national, regional or interregional projects? Comments, details, explanations:

11. Were you provided with the Project's concept paper or briefing material and did you understand the benefits to your country at the beginning?

- Received Concept paper?
- Received Briefing material?
- Received Other Documents (please specify which ones)

Comments, details, explanations: _____

12. Did you understand the benefits of this project to your country at the beginning? (open question)

13. Do you consider the Project addresses issues that are linked to your individual work related needs? (Strongly agree / agree / Disagree / Strongly)

Comments, details, explanations: _____

14. Do you consider the Project addresses issues that are linked to your country's needs? (Strongly agree / agree / Disagree / Strongly)

Comments, details, explanations: _____

15. In terms of your individual work related needs are you satisfied with what the Project actually delivered (activities and outputs)? (Very satisfied/ satisfied / not satisfied / Not at all unsatisfied)

Comments, details, explanations: _____

16. In terms of your country's needs are you satisfied with what the Project actually delivered (activities and outputs)? (Very satisfied/ satisfied / not satisfied / Not at all unsatisfied)

Comments, details, explanations: _____

Section E Project's Contribution

17. Has your government implemented new trade facilitation policies/reforms/improvements/projects thanks to this Project in the past two years? Could you please specify which ones? Please provide comments, details, explanation if you have.

Comments, details, explanations: _____

18. Do you think your government plans to implement new trade facilitation policies/reforms/improvements/ projects in the near future?

19. Has your government started the implementation of elements from the trade facilitation implementation plan developed during the project in the past two years? Could you please specify which ones? Please provide comments, details, explanation if you have.

Comments, details, explanations: _____

20. Do you think your government plans to implement elements from the trade facilitation implementation plan in the near future?

21. Is there a new national trade facilitation committee or working group in place in your country thanks to this Project? If one already existed before, has the Project contributed to reinforce it?

22. Is there a new regional trade facilitation committee or working group in place thanks to this Project? If one already existed, has it been reinforced by this Project?

23. To what extent do you consider UNCTAD has contributed to (using a scale from 1 to 5, with 5 meaning the greatest contribution):

2). Supporting your government in implementing new trade facilitation policies or in increasing readiness to implement such policies

0(very minor) 1 2 3 4 5 (great)

() () () () () ()

3). Supporting your government in establishing trade facilitation collaborative platforms among the public and private sector stakeholders, or in reinforcing of such platforms

0(very minor) 1 2 3 4 5 (great)

() () () () () ()

Mandatory qualitative information text boxes for each of the two preceding questions.

24. To what extent has the project contributed to the improvement of your country's negotiating positions in trade facilitation? (Contributed very much, contributed, contributed little, did not contribute at all)
25. To what extent has your country benefited from the project, apart from the above mentioned area? Please (Benefited very much, benefited, benefited little, did not benefit at all)
26. In what ways has your country benefited from the Project, apart from the above mentioned areas? Please explain and detail your answer in the text box below
27. To the best of your knowledge, to what extent are the UNCTAD's officials efficient in managing the project, especially in organizing the Project's activities and events?
28. Other comments, suggestions, aspects to improve:
29. Please keep in mind that you will be participating in a focus group soon. Similar issues will be discussed during the focus group so the ideas you are presenting here can be debated further during these events.

ANNEX 3 PRE-EVENT INTERVIEW/FOCUS GROUP GUIDE

What do you know about the Trade Facilitation Project? Have you been given the chance to express your needs during the Project's design/Implementation?

Do you feel you have acquired new skills to negotiate and implement regional trade facilitation measures? Has your government implemented new trade facilitation policies in the past two years or is your government ready to implement new policies? To what extent can you attribute this to the Project? If no, do you think your government/ institution are more ready now to design, negotiate and implement new national/ regional trade facilitation policies/ carry out feasibility study of policy change in this area, as a result of the intervention of this Project?

Alternate question for private sector representatives: Has the project allowed you to better understand the impacts the trade policies have on your sector and business context in which you work?

To what extent are you satisfied with what has been done by the Project in terms of national/regional trade facilitation collaborative platforms or committees?

What were the main factors influencing the success of this project? (considering in-country factors and factors inherent to UNCTAD as an institution). What were the positive/negative sides of UNCTAD's approach?

Are you satisfied with your involvement in the Project in general? How many times were you able to get involved in project initiation and design/implementation? What are the major challenges / opportunities facing your country/company/institution in terms of benefiting from trade agreements and in implementing national policies in support of regional trade facilitation commitments? (talent pool of professionals in trade related area, the leadership commitment, the national development priority.)

Are you ready to use what you have learned from this Project in your daily work?

Do you feel comfortable convincing decision makers in your institution to implement changes, as a result of gaining more knowledge and experience from being involved in this project?

Please keep in mind that you will be answering a survey questionnaire soon. Similar issues will be addressed in the survey so the ideas you or colleagues are presenting here can be further elaborated on in open questions in the survey such as e.g.: "Other comments, suggestions, and aspects to improve"

Are the Project's objectives aligned with what you are doing at the moment (in the past two years, timeliness of the Project For those having made no material changes so far, do you think the project has prompted you to plan for the changes, such as the implementation of trade facilitation policies or trade facilitation collaborative platforms?

In your opinion was UNCTAD the best positioned institution to implement this Project? What other institution do you think could/should provide similar assistance?

What's your experience in dealing with other institutions that are specialized in trade related area? How do you compare them with UNCTAD?

Interviews with Project manager(s)

Do the project design and the choice of activities and deliverables take into account UNCTAD's mandates?

Are the project design and the choice of activities and deliverables aligned with the objectives of Development Account?

Were the planned and actual activities and outputs of the project consistent with the intended outcomes?

Have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes?

- Correlation between costs and results
- Percentage and cost of personnel time allocated to programme management
- Adequacy of management expenses vs. operational expenses

What mechanism is in place to ensure that the project is designed to take into account the real needs of the beneficiaries? Were there adjustments made to the project during the implementation stage to take into consideration the needs brought to the attention to the project team, which weren't considered at the design stage?

Beneficiary countries normally need more than awareness raising training and workshops that improve their knowledge on certain issues. They might still need assistance post intervention when they are implementing some action plans, as a result of the project. What mechanisms and arrangements are made to ensure their success? Were there collaboration/ arrangements with other development partners to provide further assistance?

ANNEX 4 LIST OF PERSONS INTERVIEWED

Bangladesh	Nesar Ahmed, Ministry of Trade
Bhutan	Sonam Gyaltschen, Ministry of Trade
Burundi	Liliane nakumuryango, Ministry of Trade
India	Ranjit Kumar, Central Board of Excise & Customs
Nepal	RB Rauniar, interstate multimodal transport Ltd (private sector)
Nepal	Shankar Prasad Poudel, Ministry of Commerce
Tanzanian	Solomon Kasa, Freight Forwarder Association (private sector)
Uganda	Mukama Charles, senior veterinarian at the airport, Ministry of agriculture

ANNEX 5 BIBLIOGRAPHY

UNCTAD. *Transport Newsletter*. 2011; fourth quarter; 2012, third and fourth quarters; 2013, second quarter.

UNCTAD. 2011. *United Nations Development Account, 7th Tranche: Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements*. 28 p.

UNCTAD. *Evaluation Forms and Results*.

UNCTAD. 2013. *Expenditures and Budget*

VARIOUS. *All Implementation Plans*

UNCTAD. *All Mission Reports*.

UNCTAD. *Progress Reports to New York (2011 & 2012)*.

UNCTAD. *All Training Material*

Review of Maritime Transport 2012, page 112 (<http://unctad.org/en/PublicationChapters/Chapter%205.pdf>)

Trade facilitation in regional trade agreements, 2011 (see attached)

Report from the Ad Hoc Expert Meeting March 2011 (see attached)

ANNEX 6 TERMS OF REFERENCE

CONFÉRENCE DES NATIONS UNIES SUR
LE COMMERCE ET LE DÉVELOPPEMENT



UNITED NATIONS CONFERENCE
ON TRADE AND DEVELOPMENT

Terms of Reference (TOR)

External Evaluation of UNCTAD's Development Account 7th Tranche Project

Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements

1. Introduction and Purpose

The project implemented by the United Nations Conference on Trade and Development (UNCTAD), entitled: “Strengthening Capacities of Developing Countries in Africa and Asia to Support Their Effective Participation in Negotiating Bilateral, Regional and Multilateral Trade Facilitation Arrangements”, will end in December 2013. In compliance with the requirements of the Development Account, which supports this project (7th tranche), the project will need to undergo an external 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, useful, and practical as well as 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 program officers, the Capacity Development Office/Development Account of DESA project stakeholders, UNCTAD's member States, and other stakeholders.

2. Background

Trade facilitation has become one of the priority issues on the national trade development agenda in many LLDCs in Africa and Asia. Regional trade agreements and inter-regional trade agreements contain elaborate trade facilitation measures and have to be implemented in a coherent manner. There would be risks of potential discrimination and divergence resulting from multiple Regional Trade Agreements (RTAs) if trade facilitation measures are not designed, managed and applied properly. There is the need to carefully analyze trade facilitation measures under different RTAs and put in place mechanisms at the national and regional levels that would integrate regional trade facilitation commitments into national trade facilitation policies frameworks in a coherent manner.

The goal of this Development Account project is to enhance the capacity of nine landlocked and transit developing countries in East Africa and South Asia to design, manage and implement regional trade facilitation commitments to ensure the commitments are coherent with trade facilitation measures contained in the negotiated WTO agreement on trade facilitation and are aligned to national policies and frameworks.

The nice selected countries are: Bangladesh, Bhutan, Burundi, India, Kenya, Nepal, Rwanda, Tanzania, and Uganda.

More specifically, as enunciated in the project document, the project will be implemented through a sequence of activities aimed at enhancing national human and institutional capacities. The expected accomplishments are as follows:

(i) Increased skills of policy makers and trade negotiators in the six countries to design policies and frameworks to adopt regional and multilateral trade facilitation arrangements.

(ii) Establishment of new and/or reinforcing existing national and regional trade facilitation collaborative platforms among the public and private sector stakeholders in the six countries.

The main activities of this project include fact-finding missions, national workshops, cluster meetings and onsite visits, inter-regional forum, the development of training materials, and an online best practice sharing tool.

This project is aligned with the objective of sub-program 4- Technology and logistics, within the scope and priorities of the Biennial Program Plan of UNCTAD (2010-2011), to have “Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations”. It also supports UNCTAD’s mandate under paragraph 166 of the Accra Accord to “continue to provide capacity-building and technical assistance to policymakers and other stakeholders in developing countries on such issues as..., developing and implementing appropriate institutional and legal frameworks, and devising and implementing national and international actions to promote transport and trade facilitation, including transit corridors.”

The project will contribute to Millennium Development Goals (MDG) number 81 as it promotes partnerships and collaborative platforms among the trade facilitation stakeholders both at the national and regional levels, targeting especially landlocked and/ or transit developing countries.

The project started in the 4th quarter 2011 and is expected to finish by 1st quarter 2014. It has been executed by UNCTAD, in close collaboration with relevant governmental counterparts and collaboration with UNECA, UNESCAP, and UNECE. Synergies have been created with another project implemented by UNCTAD, financed by the European Union and Norway, which aims at assisting developing countries in the development of their national Trade Facilitation implementation plans.

3. Scope of the Evaluation

The evaluation will consider all activities that have been implemented under this project that were financed from the development account. It should examine the performance of the project in accordance with its logical framework. More specifically, the evaluation should address the following issues:

a) Relevance

- Whether the project design and choice of activities and deliverables 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 project 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 this project, either negatively or positively; what are the lessons to be learned for a replication of the project approach to other locations;

c) Efficiency

- Have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes;
- Have the project activities been delivered in a timely manner;

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 were actively involved in the initiation, design and implementation of the project;

e) Impact

- Whether there is initial evidence that the beneficiaries' capacity in designing, managing and implementing regional and national trade facilitation solutions (including undertaking trade negotiations) has been enhanced;

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 this project.

More specifically, the evaluation should:

- Highlight what has been successful and can be replicated elsewhere;
- Indicate shortcomings and constraints in the implementation of the project 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. In particular, the evaluator should include recommendations on:
 - subsequent actions needed to improve the effectiveness of the project logframe;
 - other actions conducive to ensuring successful attainment of the expected accomplishments of the project.

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 project, 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;
- Interviews with relevant UNCTAD staff;
- Personal 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, standards², and norms³ for evaluations in the UN system, as well as UNCTAD's Evaluation Policy⁴, 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 14 October, 2013 and 13 January, 2014.

Activity	Days*
Desk research and study of relevant documentation	4 days
Preparation of data collection tools	2 days
Interviews with UNCTAD staff (TBC)	1 day
Observation of project event and interviews with event participants (28, 29 NOV, Geneva) **	2 days
Further follow-up with beneficiaries and stakeholders	4 days
Data analysis and draft report write up	5 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 date for the focus group discussion is scheduled to be on Thursday and Friday, 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 16 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 13 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 preferable that the evaluator has a good understanding of WTO matters, and of trade facilitation;
- Language: Fluency in oral and written English.

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.

The evaluator needs to complete in advance the mandatory online trainings required for the mission to Geneva.

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

The deadline for submitting the applications is extended to 18 September 2013.