

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD



**External Evaluation of Development Account Project 1011Q-
Enhancing Capacities of Developing Countries to Mainstream
Gender in Trade Policy ***

**Prepared by
Dr. Anthony Beck**

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Acronyms

DA	Development Account
DaO	Delivering as One
DESA	Department of Economic and Social Affairs
IADG	Internationally Agreed Development Goals
ILO	International Labor Organization
ITC	International Trade Centre
UNCT	UN Country Team
UNCTAD	UN Conference on Trade and Development
UNDAF	UN Development Assistance Framework
UNEG	UN Evaluation Group
UNIDO	UN Industrial Development Organization
WTO	World Trade Organization

Executive summary

Background

This is the evaluation of the UNCTAD executed Development Account (DA) project on Enhancing Capacities of Developing Countries to Mainstream Gender in Trade Policy, which was implemented between 2010 and 2014 in four countries: Bhutan, Cape Verde, Rwanda and Uruguay. The project's three Expected Accomplishments were:

- Strengthened understanding of the margin of manoeuvre that the selected countries enjoy, in the midst of multilateral, regional and bilateral agreements, to use trade policy to empower women and reduce the level of inequality between men and women.
- Enhanced understanding in the four selected countries and among developing countries at large of the links between trade and gender, and of the policy and measures that may be used to mainstream gender in trade policy.
- Enhanced capacity in the four selected countries to include gender considerations in the formulation of trade policy.

Project activities included workshops and detailed case study reports in each of the four countries covered, and an online course. The evaluation took a utilization-focused approach using a mixed-methodology including: document review; interviews with key stakeholders at UNCTAD Geneva and in country; and two web surveys.

Main findings

Relevance

The project was closely aligned with both UNCTAD and DA objectives. UNCTAD key stakeholders noted that the project had drawn increased: attention to the need for UNCTAD as an entity to mainstream gender; the prominence of work on gender equality within UNCTAD; and synergies between sub-programmes.

The evaluation found that the selection criteria for countries was appropriate, and that the country studies were relevant to national context. Project research was considered as innovative, and also to have used current research available for both development of methodologies, and for substantiating country level findings. Engagement of national stakeholders during project formulation and implementation could have been stronger, although there is evidence to suggest that this engagement increased as project implementation proceeded. This conclusion should be read in the context of this being an innovative project, that the project was “learning while doing”, and that UNCTAD has no country presence; nevertheless the levels of engagement achieved are unlikely to ensure sustainability of project achievements

Effectiveness

Workshops were conducted to a high standard and presentations and discussions were well received by participants. Country level reports evidenced rigorous methodologies which were adapted to suit country context over time, and innovative research

methods. Key stakeholders from Rwanda, Bhutan and Uruguay noted that the country level reports would have been more useful if a more systematic dissemination and follow-up plan had been put in place. In the absence of country presence it may have been prescient for UNCTAD to allocate project funds to dissemination of reports beyond the national workshops.

There is some evidence, particularly in relation to the online course, which was viewed very positively by participants, that capacity has been developed. Key stakeholders interviewed at country level were less positive than the web survey concerning capacity development. They noted that the workshop had only been one or two days, with no or limited follow up, which was not adequate for developing capacity on a complex topic like gender equality and trade policy. This partly relates to different perspectives and expectations on the extent to which stakeholders thought the project would enhance capacity. From the perspective of UNCTAD stakeholders the objective was to run a seed project with a focus on workshops and reports, and as a way of testing methodologies for the new area of mainstreaming gender into trade policy, while national stakeholders, particularly those from government, were anticipating longer-term capacity development.

Efficiency

Project activities were efficiently carried out and the project was well run. Project activities were undertaken in a timely manner, and all planned project activities were completed. UNCTAD accomplished this efficient completion of project activities with a dedicated and committed but very small staff; their major contributions both at the conceptual level in determining the study topic and directing its course, and in terms of effective logistics, is to be commended.

While the project improved its planning as it proceeded, it may have been more effective to take two countries as case studies and work more intensely with national stakeholders to build their capacity over time. The project may have been spread too widely, allowing insufficient time for project managers to follow up with national counterparts, particularly given the small size of the UNCTAD project team. Project monitoring could also have been stronger. The project was successful in leveraging additional resources for three additional countries, strongly suggesting that Member States value the project's approach and initial findings.

Sustainability and impact

The extent to which national authorities have assumed ownership of the country studies and have the capacities and willingness to continue with necessary follow-up actions is limited, and it is unclear whether the project will lead directly to more gender sensitive trade policies. Engagement with national stakeholders could have taken place earlier, and been complemented with longer-term engagement to promote sustained capacity development. Nevertheless as the project can be considered as a pilot it offers a model which could be replicated, in particular if UNCTAD devotes adequate staff and financial resources from its regular budget to gender mainstreaming in trade policy. The project could have established stronger mechanisms to more carefully assess the kinds of capacity being developed and the extent to which this is sustainable.

Conclusions

In summary the project has successfully carried out pilot studies which can be catalytic in developing future work on mainstreaming gender into trade policy. That the project has been successful in leveraging additional resources, and the willingness of Member States to fund additional country studies, points to the project's value. Because of the case studies already carried out and the track record it has developed through the project, UNCTAD has an important opportunity to make a significant difference to the ways in which trade policy is formulated vis-à-vis gender mainstreaming.

Overall the project was very well implemented and has been highly successful in achieving shorter-term objectives and piloting case studies which has made stakeholders more aware of trade-gender linkages and the actual or potential negative impacts of some policies on gender equality. The extent to which the longer-term objectives of increasing capacity and influencing trade policy will be achieved remains unclear.

Main findings and equivalent recommendations are set out below.

Finding	Recommendation
UNCTAD has carried out a successful seed project that has demonstrated the value and potential of a programme on mainstreaming gender into trade policy.	To promote sustainability of its work to date on mainstreaming gender into trade policy, UNCTAD should ensure that this work programme receives appropriate funding from regular budget resources.
The online course was highly regarded by participants.	Continue to implement the online course, and measure its results over time to determine if the capacity developed has been sustained. Use this tracking over time to strengthen the online course.
UNCTAD and government stakeholders had different perceptions of the expected accomplishments of the project vis-à-vis capacity development. While UNCTAD stakeholders conceptualised the project mainly in relation to the workshops and reports, government stakeholders had a greater interest in longer-term capacity development.	Ensure a shared understanding of project objectives among all parties at the start of any new project on enhancing capacity on gender and trade policy.
National stakeholders could have been more involved in project formulation and implementation, which in turn would have led to greater national ownership.	Design future projects in a way that ensures engagement of national counterparts throughout project development and implementation.
It is unclear what level of mainstreaming of gender into trade policy will take place as a result of the project.	In future projects ensure that longer-term capacity development is more closely linked to mainstreaming gender into trade policy, by involving project stakeholders fully in the project from the design stage, building in longer-term capacity

	development initiatives into project planning, expected accomplishments, and budgets, establishing measures of longer-term capacity development, and by developing strong UN inter-agency linkages.
Monitoring of the project was not fully carried out as planned.	For any future projects develop a realistic monitoring framework and implement this on a regular basis.

1. Introduction

1.1 Background to the Development Account

The General Assembly decided to establish the Development Account (DA) in 1997 in its resolution 52/12 B, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations, including UNCTAD. Projects financed from the DA aim at achieving development impact through building the socioeconomic capacity of developing countries through collaboration at the national, sub-regional, regional and interregional levels. The projects also seek to ensure effective follow-up to the UN conferences and summits in the economic and social areas, and serve as an operational extension to the normative and analytical work of the implementing entities. The DA assigns highest priority to a number of key development issues including substantially increasing the focus on gender equality and empowerment of women.¹

DA projects are formulated based on specific government requests for support from the implementing entities. The DA adopts a medium- to longer-term approach in helping countries to better integrate social, economic and environmental policies and strategies to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

Under DA funding a final evaluation is mandatory. Evaluations are intended to enable the Capacity Development Office of DESA and implementing entities to make informed decisions and plan strategically. Evaluation reports also feed into the biennial DA progress reports to the Secretary General. DA evaluations plan to ensure accountability, support management and decision-making, and promote learning and innovation. In addition, DA evaluations should assess how well projects complied with the DA's guidelines and mandates.²

1.2 Background to the project³

UNCTAD's project sought to strengthen the capacity of governments in developing countries to mainstream gender in trade policy, and make trade policy more

¹ *Implementation of projects financed from the Development Account: eighth progress report. Report of the Secretary-General. A/68/92, 2013*

² *Development Account Evaluation Guidelines, 2013*

³ As noted in the project document of 17 May 2010.

responsive to the specific needs of women. It planned to promote the capacity of policy-makers and trade negotiators in developing countries to include gender considerations when designing trade policy and negotiating trade agreements, in order to make trade instrumental to the achievement of gender equality and women's empowerment. To achieve these objectives, the project planned to deliver a combination of advisory services, trainings, and sharing of information, data, ideas, best practices and analytical tools.

The project was implemented over a period of four and a half years (May 2010-January 2015) in four countries: Bhutan, Cape Verde, Rwanda and Uruguay. Workshops were held in each of these countries (Bhutan, May 2011; Cape Verde, September 2012; Rwanda, November 2014; Uruguay, December 2014) with detailed country level reports following in the same or subsequent years. The reports were translated into local languages, and a synthesis report summarizing key findings and lessons learned was also produced. Country level analysis involved a review of productive sectors and of their expansion or contraction as a result of trade liberalization and market opening policies, and assessed whether women workers have benefitted or, conversely, have been penalized in terms of employment and training opportunities as a result. It also involved a review of the margin of manoeuvre that countries still enjoy - in the midst of multilateral, regional and bilateral agreements - to use trade policy to promote gender equality and empower women.

To strengthen developing country capacity to assess the links between trade and gender, the project planned to develop a methodology for improving the manner in which sex-disaggregated data are collected and analyzed. On the basis of the results of the sectoral analysis, the project aimed to analyze which policy measures and which instruments are best suited to make trade a tool for women's empowerment and equitable, sustainable growth and development. The project planned to share the lessons emerging from the activities carried out in the four case study countries with developing countries at large, through the development of an online course and publications. The project's logical framework is included as Annex 1, and has been used to structure this evaluation.

The project's three expected accomplishments, taken from its logical framework, are as follows:

- Strengthened understanding of the margin of manoeuvre that the selected countries enjoy, in the midst of multilateral, regional and bilateral agreements, to use trade policy to empower women and reduce the level of inequality between men and women.
- Enhanced understanding in the four selected countries and among developing countries at large of the links between trade and gender, and of the policy and measures that may be used to mainstream gender in trade policy.
- Enhanced capacity in the four selected countries to include gender considerations in the formulation of trade policy.

Project findings were also disseminated at six international events: the High-level

Event on "Women in Development" organized within UNCTAD XIII Ministerial Conference (Doha, Qatar, April 2012); the side event on "Making trade work for women in LDCs" organized jointly with UN Women at LDC IV Ministerial Conference (Istanbul, Turkey, May 2011); the Joint biennial meeting of OECD-DAC Gendernet and UN IANWGE (Paris, France, November 2013); the event "Women and Trade in Africa: Realizing the potential", jointly organized by UNCTAD and the World Bank in Geneva in January 2014; the "Geneva Dialogue on the post-2015 Development Agenda" (Geneva, Switzerland, April 2014); and the event Looking at trade policy through a gender lens (Wrap-up event of the project, Geneva, Switzerland, March 2015). Other ad hoc dissemination events were also held.

The project was executed by UNCTAD, and the plan was that collaboration with Governments, UN country teams (UNCTs), other United Nations agencies (such as UNIFEM/UN Women, ILO, UNIDO, ITC), and selected institutions such as Women Business Associations would take place. The project execution was planned to involve the following:

- UNCTAD was to have the central executing function, and be responsible for: the final selection and supervision of international and national consultants; the preparation of the overall work plan and the monitoring of implementation progress; and planning, organizing and conducting four national seminars.
- Other UN agencies were intended to support project implementation in targeted countries by providing advisory services, technical expertise, information, and making their networks available.
- The Office of the Resident Coordinator was to be the main counterpart in organizing national seminars by: providing logistical support; proposing speakers; and contributing to the overall project.
- Governments were to identify relevant officials in the Ministries of Trade, Women's Affairs/Equal Opportunities, Industry, Agriculture, etc., and in the Bureaux of Statistics to be closely associated with project execution, and to coordinate with other relevant stakeholders at the national level.

The project budget was US\$621,900, with the main budget items being US\$144,000 for international consultants, US\$175,900 for travel, and US\$100,000 for workshops. Data on implementation was to be collected through annual surveys of policy makers, trade negotiators, and other government personnel. Subsequent to the DA funding, additional funding was received for three other country studies in Angola, Lesotho and the Gambia to replicate activities in the four original countries, including workshops and country reports on gender and trade policy.

2. Evaluation methodology

The DA Evaluation Guidelines note that end-of-project evaluations should focus on:

- early outcomes/results.
- institutional arrangements.
- unanticipated outputs, outcomes and immediate results.
- intangible aspects of implementation, such as political support, institutional readiness for change, and the trust in management to successfully lead a change effort.

The evaluation Terms of Reference note that the evaluation should draw conclusions, make recommendations and identify lessons from project implementation, and more specifically:

- Highlight what has been successful and can be replicated elsewhere.
- Indicate shortcomings and constraints in the implementation of the project while identifying 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, and in particular make recommendations on other actions conducive to ensuring successful attainment of the project expected accomplishments.

The evaluation followed the UN Evaluation Group Norms⁴ and Standards⁵ for Evaluation. It also followed the UNEG 2014 *Handbook on Integrating Human Rights and Gender Equality in Evaluation*. The evaluation took a utilization-focused approach, which is one of the evaluation approaches recommended in the DA Evaluation Guidelines.⁶ Utilization approaches focus on intended use for intended users, and are one of a number of participatory evaluation approaches which stress the importance of working with evaluation users to ensure that results and recommendations are relevant, and followed up.

An Inception Report was produced at the start of the evaluation setting out the methodology, timeframe and breakdown of responsibilities, to ensure agreement of the project manager, UNCTAD Evaluation Office and evaluator on the evaluation process and objectives.

The following data sources were used:

Document review. This involved a review of key publications, concept notes, presentations, mission reports, programmatic documents, annual and financial reports and feedback on the project. Documents reviewed are included in the bibliography.

Key stakeholder interviews. During a two-day mission to Geneva interviews were carried out with the project manager, UNCTAD staff through a focus group, and other key stakeholders. The evaluator also attended a dissemination workshop on the

⁴ <http://uneval.org/document/detail/21>

⁵ <http://uneval.org/document/detail/22>

⁶ Patton, M. (2008) *Utilization Focused Evaluation, 4th Edition*. Sage Publications.

project findings in Geneva. Phone interviews were carried out with DESA staff, staff from other UN agencies, and government, civil society and private sector counterparts. For in country interviews the names of forty-four key stakeholders were provided by the UNCTAD project manager, out of which a purposive sample of 12 interviewees was selected based on the following criteria:

- Coverage of all four countries
- Coverage of representative government ministries
- Coverage of civil society and the private sector

Interviewees are included in Annex 2.

Web survey. A web survey was conducted with participants from workshops sessions who were not interviewed individually. Two hundred and fifty two participants were contacted, out of which there were 18 respondents, a response rate of seven per cent. Of these 18 respondents, seven were from Rwanda, four Uruguay, one from Cape Verde, and six from other countries.

Responses to on-line training questionnaires. UNCTAD had already planned questionnaires for on-line training participants. The evaluator reviewed this questionnaire and suggested changes to ensure that the data captured through this survey produced data that can be triangulated with the other evaluation sources. Sixty three participants responded to the questionnaire out a total of 104 trainees, a response rate of 61 per cent.

Data from these four sources was triangulated to ensure cross-checking and rigor. Similar rating scales were included for the web survey and key stakeholder interviews so as to directly compare data.

An evaluation matrix including key questions, indicators and sources of data is included as Annex 3. A draft questionnaire for key stakeholders and draft web surveys are included as Annex 4.

Limitations to the Evaluation

The evaluation was limited by two factors. Firstly there was a very low response to the web survey, despite a reminder being sent out. Responses to web surveys are usually in the 30-50 per cent range. Secondly, 15 key stakeholders out of a total of 34 contacted (from the original list of 44 provided by UNCTAD) did not respond, or declined to be interviewed because of insufficient knowledge of the project in seven cases. A number of the key stakeholders interviewed at country level had only a passing knowledge of the project, e.g. they had attended part of a country level workshop or had met with the UNCTAD team in country. This made it challenging to ask detailed questions about capacity using the Kirkpatrick scale, or to ask stakeholders to use a rating scale to rate the project as originally intended. It was also not possible to organize any interviews with stakeholders from Cape Verde. The lack of engagement from the country level speaks to a wider issue of country level participation, which is covered in Section 3. Nevertheless, triangulating the different evaluative data sources has allowed for an assessment of the main objectives of the project.

3. Main findings

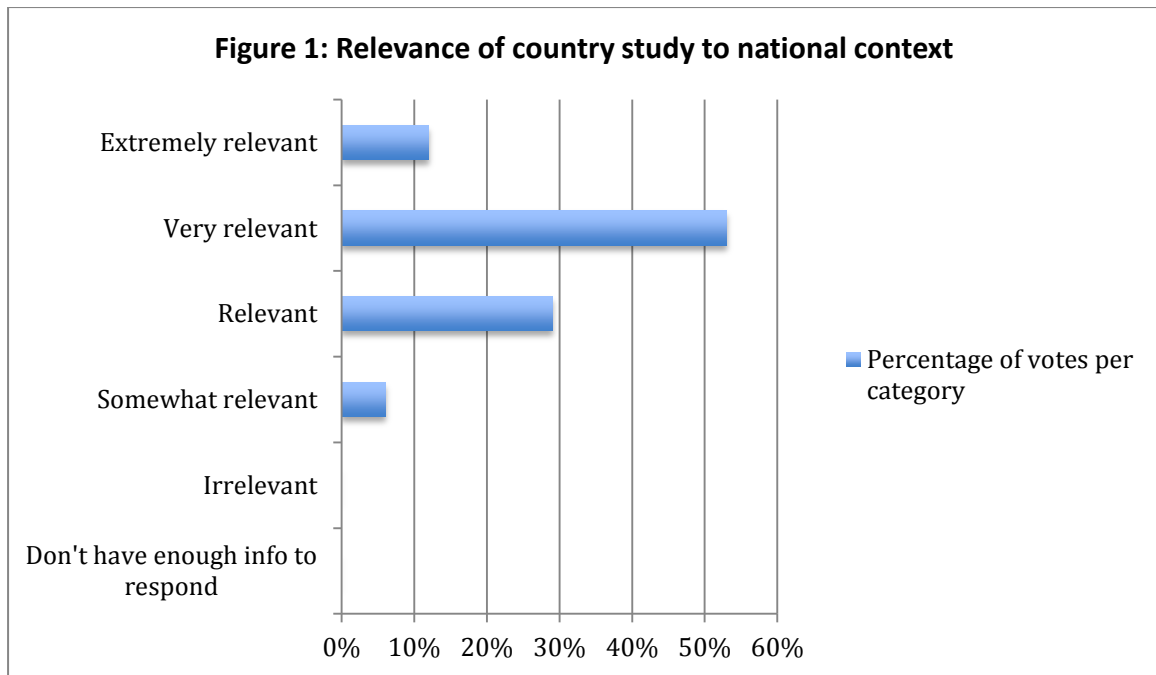
The main findings are organized around the headings of relevance, effectiveness, efficiency, and impact/sustainability, as set out in the evaluation Inception Report and the Evaluation Matrix in Annex 3.

3.1 Relevance

Key stakeholder interviews and the document review highlighted the alignment of the project with UNCTAD objectives. In the UNCTAD biennial programme for 2010-2011 Section 12 (Trade and Development) sub-programme 3 specifies: "The subprogramme promotes inclusive development from trade through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals of poverty reduction and gender equity." The UNCTAD Strategic Framework for 2014-2015 notes that: "Throughout its work programme, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women." The majority of UNCTAD key stakeholders (75-100 per cent) noted that the project had drawn increased attention to the need for UNCTAD as an entity to mainstream gender, had increased the prominence of work on gender equality within UNCTAD, and had increased synergies between sub-programmes. The project focus was considered by UNCTAD stakeholders to be one with which UNCTAD staff could easily associate, and had supported their understanding of the importance of gender mainstreaming overall. The project was also viewed by stakeholders as being closely aligned with the objectives of the DA, in that the project was viewed as innovative, and planned to be catalytic.

The evaluation found that the selection criteria for countries was appropriate, in that countries needed to have receptive governments which had requested UNCTAD to support gender mainstreaming in trade policies, and to have included gender in their United Nations Development Assistance Framework (UNDAF). In addition, Rwanda and Bhutan had included gender mainstreaming in the Diagnostic Trade Integration Study (DTIS), and Rwanda and Cape Verde were among the eight pilot countries of the Delivering As One (DaO) Programme, with Bhutan voluntarily adopting the DaO approach, making it more likely that it would be feasible to work with the UNCT as a whole on gender and trade issues. The mix of regions and countries at different levels of development and trading patterns ensured that there were a variety of experiences on which to draw lessons about mainstreaming gender into trade policy. Key stakeholders at country level noted that it was appropriate for a pilot project to select smaller countries for which trade was very important. An important consideration brought up by these stakeholders was that mainstreaming gender is quite challenging because of both lack of capacity and resistance to work on gender in general, and mainstreaming gender into trade policy particularly so because it is a relatively new area, so the project should be considered as particularly relevant in this context.

Web survey responses concerning relevance can be seen in Figure 1. Figure 1 supports key stakeholder interviews in that 64 per cent of respondents thought that the country studies were extremely or very relevant to national context, with no respondents responding that the country studies were irrelevant.



The evaluation solicited the perspective of independent experts as to the extent to which the project built on research already carried out in the area of gender and trade policy. Respondents noted that while there has been extensive work carried out on the impact of trade on gender equality and more specifically women, there has been limited attention to gender and trade policy as opposed to trade practice. As such these experts considered the research as innovative, and also to have used current research available for both development of methodologies, and for substantiating country level findings. Further details on the methodology employed in the studies are included in Section 3.2.

The evaluation found that engagement of national stakeholders during project formulation and implementation could have been stronger. There is evidence to suggest that this engagement increased as project implementation proceeded. For example in the two earlier case study countries, Bhutan and Cape Verde, there appeared to be limited involvement in either formulation or implementation. For the latter case studies in Rwanda and Uruguay the project included a fact finding mission where there was more interaction between the project manager and national stakeholders. The conclusion about national stakeholder engagement should be read in the context of this being an innovative project with few or no models of similar projects on which to build, that the project was “learning while doing”, and that UNCTAD has no country presence.

Nevertheless the levels of engagement achieved are unlikely to ensure sustainability of project achievements – a key finding of this evaluation which is elaborated on throughout this report.

The final question related to relevance in the Evaluation Matrix (Annex 3) concerned selection of participants for capacity development. According to project documents, the total number of participants involved in capacity development at country level through workshops and other events was 153 (30 in Bhutan, 48 in Cape Verde, 44 in Rwanda, and 31 in Uruguay). This figure does not include trainees in the online course, which is discussed in the next section. Participants included an appropriate

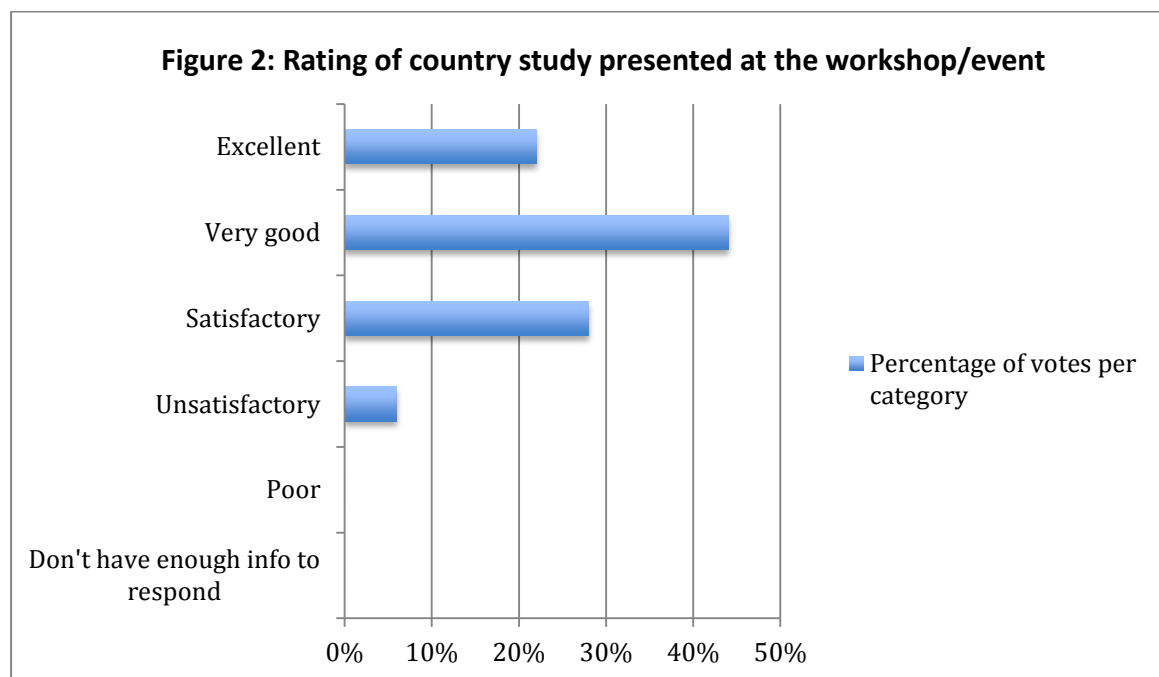
range including government, civil society and private sector representatives. Selection was made through country level counterparts, which was appropriate. Key stakeholders at country level noted that there was a greater representation of technical staff, and more policy makers could have been invited to attend the national level workshops. However, ensuring participation of senior policy makers in workshops is often challenging.

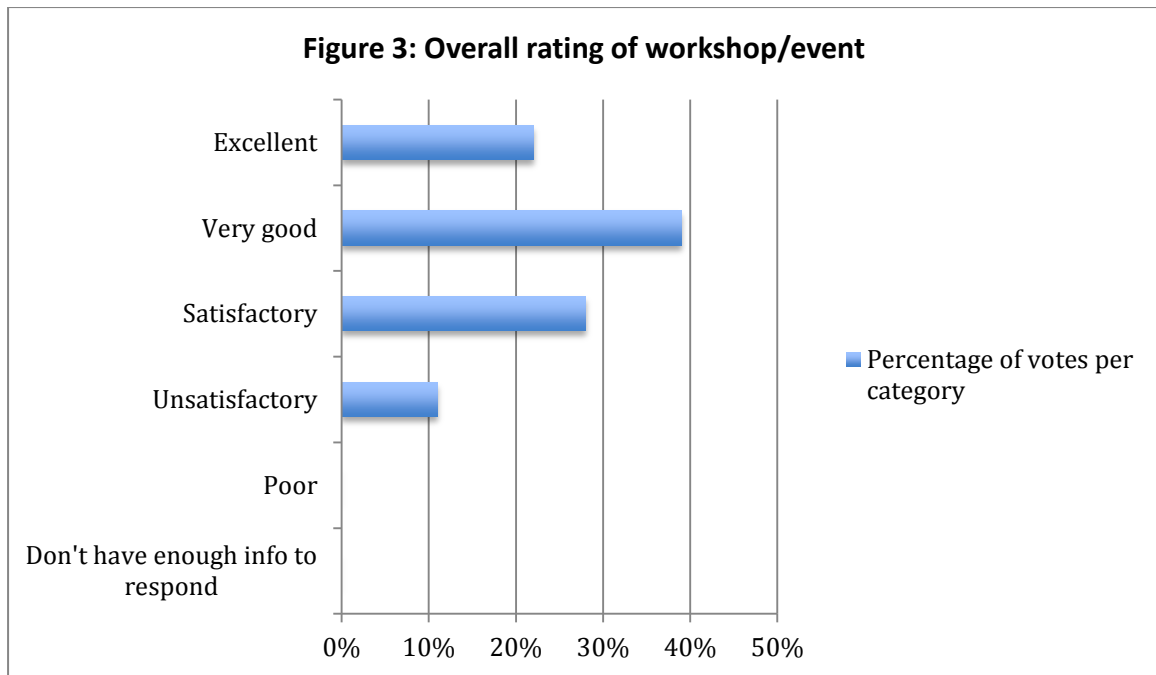
3.2 Effectiveness

This Section focuses mainly on the extent to which expected accomplishments, as set out in the project document, were met. Because of the evaluation limitations discussed in Section 1 it was not possible to answer all of the questions in the Evaluation Matrix related to effectiveness.

3.2.1 National workshops and reports

As planned the project held four national workshops, which were rated highly by participants. Figures 2 and 3 from the web survey highlight the positive responses of workshop participants, with 22 per cent of participants rating the workshop overall as excellent, and 39 per cent as very good.





These findings were corroborated by key stakeholder interviews, who commented that the workshops were well organised, on the importance of the presentations made, and on the usefulness of the workshop discussions.

Key stakeholders made salient comments concerning the country level reports. On the report methodology two stakeholders commented that in comparison to earlier literature, for example the work pioneered on gender and macro-economics by Diane Elson and Isabella Bakker, what is new and useful in the project's approach is a focus on consumption and revenue effects. They commented that it is challenging to trace direct and indirect revenue effects, including income, wages and prices. Two other stakeholders commented that in comparison to that earlier work on macro-economics, which tried to derive lessons by using large-scale data bases, UNCTAD grounded the debate by focusing at the country level. Overall the methodology was considered by stakeholders who commented on this issue as rigorous.

Further, the project final report notes the following on methodology:

Three different approaches/techniques were developed and used to explore the trade-gender linkage. The first approach (micro-economic) uses micro survey data to assess the distributional effects of trade policy (used for the studies of Bhutan and Cape Verde). The second approach (macroeconomic) focuses on the interconnections between trade policies and structural transformation in the economy (used for the studies of Rwanda, Uruguay and Angola). By combining quantitative and qualitative methods, the third approach (sectoral) assesses women's role in the economy by looking at specific sectors and, within each sector, at the value chain (used for the studies of Lesotho and the Gambia). The use of different methodologies reflects data availability, as well as the

search for the best approach to analyze complex social realities at the country level.⁷

Other lessons learned from the Bhutan and Cape Verde case studies pointed to the need to combine quantitative and qualitative methods, so as to favour a richer understanding of the gender ramifications of trade policies. This led to the elaboration of a new methodology combining quantitative and qualitative methods for the two latter case studies. Two key stakeholders commented positively on the analysis in the Rwanda case study report, for example: “The document is very well written. One can “feel” the hand of an expert in the domain. The language and style of writing is also good. Of particular importance is the good use and presentation of data. The sources of data are varied (international, local, census and administrative) making the report really rich. The report provides the evidence that could be used to guide any future programming. The gender analysis was very well done.” Two other stakeholders found that while the Rwanda report was of a good quality they found little new information in it, and had anticipated accessing more information from other countries involved in the project.

The views of key stakeholders at country level on the quality and likely follow up to policy recommendations in the case-study reports varied between countries. In the case of Bhutan all stakeholders saw little new in the policy recommendations, and commented that the recommendations could have been more closely tailored to the Bhutanese context, for example in relation to Bhutanese accession to the WTO. For Rwanda one stakeholder commented that recommendations were relevant particularly in relation to export crop promotion, while three others did not find the recommendations to be specific enough to the Rwanda context. For Uruguay recommendations were considered relevant for ensuring a continued focus on mainstreaming gender in trade policy. Nine key stakeholders interviewed from Rwanda, Bhutan and Uruguay noted that the country level reports would have been more useful if a more systematic dissemination and follow-up plan had been put in place. If UNCTAD had a country presence it would also have been more possible to promote follow-up to recommendations; in the absence of this country presence it may have been prescient to allocate project funds to dissemination of reports beyond the national workshops.

Project reports noted that there had been policy changes as a result of the project: “For example, findings and policy recommendations included in the country-case study of Bhutan have contributed to inform Bhutan's 2012 Diagnostic Trade Integration Study (DTIS). Policy-makers in Rwanda stated that “the recommendations included in the study will inform national policies and strategies to better empower Rwandan women” (Ms. Henriette Umulisa, Permanent Secretary, Ministry of Gender and family Promotion).” The final project report also noted: “Uruguay is considering including the policy recommendations presented in the study in the new UNDAF cycle (2016-2019).” However, the evaluation found that while there is reference to the Bhutan report in the 2012 Bhutan DTIS, the UNCTAD report is referenced along with a number of other reports and is not specifically referenced in relation to government policies or programs, and that gender is not included in the DTIS Action Matrix. In

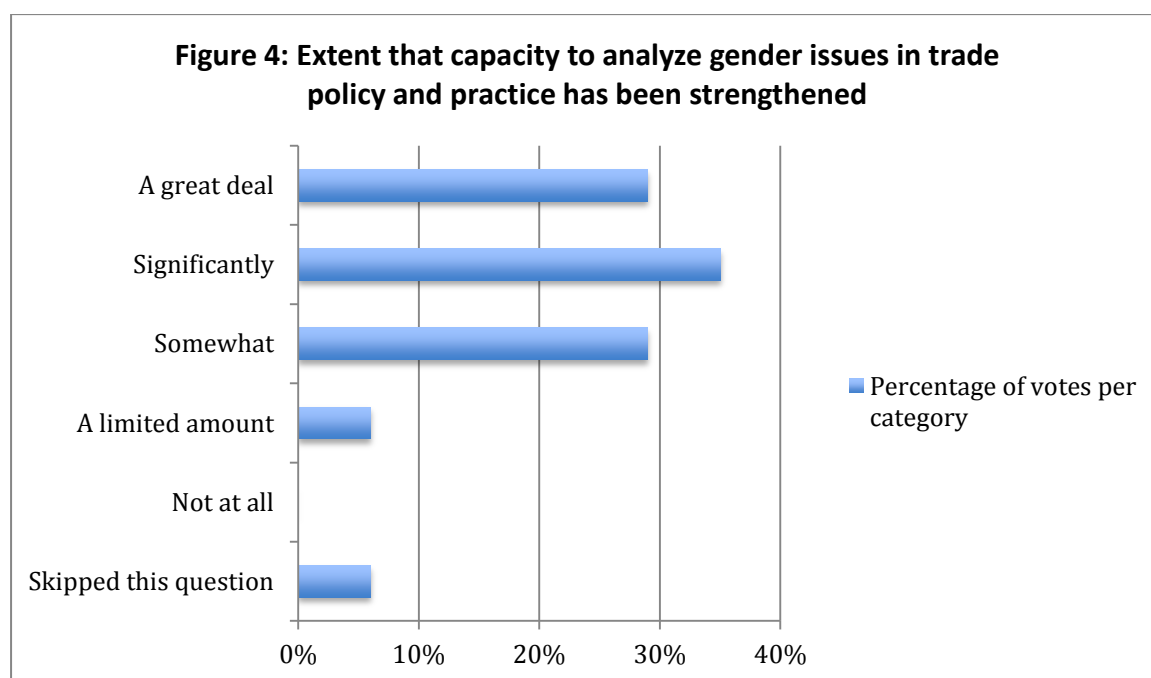
⁷ Angola, Lesotho and Gambia were not included in the DA project, so this information is included for illustrative purposes only.

addition one key stakeholder from Uruguay noted that the project has influenced the upcoming UNDAF “only in a very general way”.

3.2.2 Capacity development

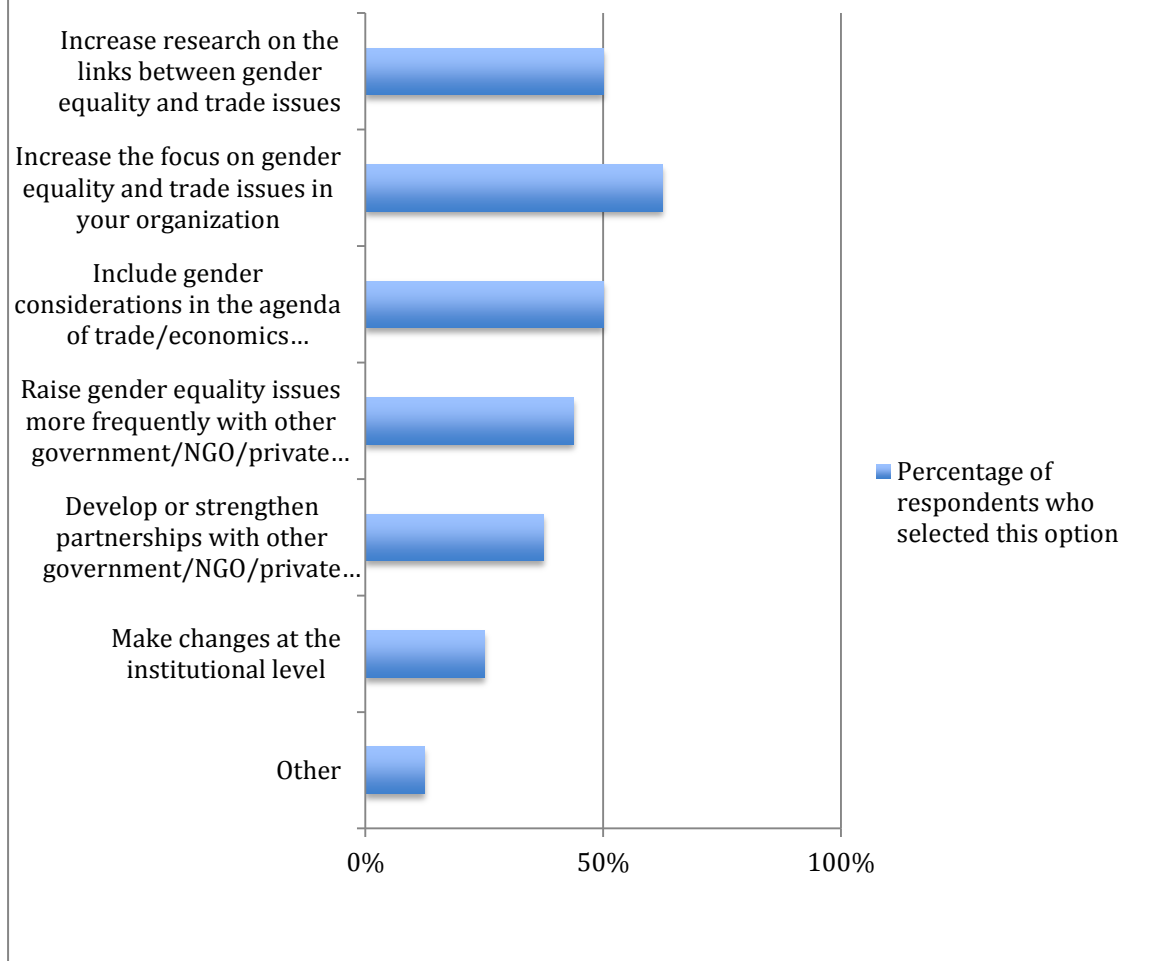
The project document set out an ambitious agenda for capacity development, reflected in the project title’s reference to “enhancing capacity”. When discussing capacity development it is important to acknowledge the potential capacity development results of the analytical work conducted. The case studies conducted potentially contribute to capacity development as they have developed new knowledge/research on the trade-gender linkage at the country-level. This knowledge is accessible beyond the workshops/practical trainings and could reach a broad number of stakeholders in many countries, if the country studies are used as planned.

It is challenging to determine the extent to which capacity has been enhanced through the workshops conducted, partly because the project did not track the results of the workshops or reports (see Section 3.3). There is some evidence from the web survey, and more particularly from the online course follow up questionnaire, that capacity has been developed. Figure 4 sets out the positive findings from the web survey, where 64 per cent of respondents noted that their capacity had been strengthened significantly or a great deal.



Respondents in the web survey were asked to list in order of priority the ways in which they used capacity developed after the workshop. Figure 5 sets out the main uses of capacity developed, with the most common use being increased focus on gender equality and trade issues in the respondent’s organization, with changes at the institutional level being least common.

Figure 5: Uses of increased capacity



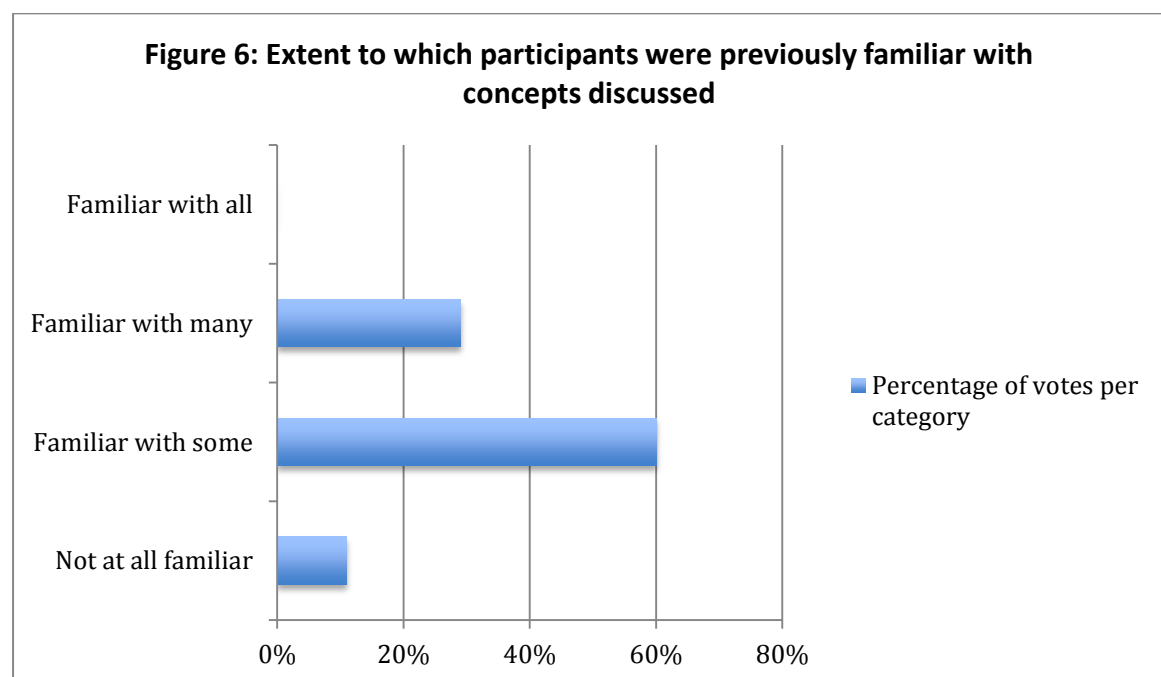
Overall, key stakeholders interviewed at country level were less positive than the web survey concerning capacity development. Some key stakeholders interviewed at country level (between 25 and 50 per cent) had limited recall as to the workshop or the report, even in the case of workshops that had taken place in 2014. They noted that the workshop had only been one or two days, with no or limited follow up, which was not adequate for developing capacity on a complex topic like gender equality and trade policy. In addition, as noted in Section 1.3, seven of the 44 key country level stakeholders in the original list provided by UNCTAD declined to be interviewed because of either limited recall or knowledge about the project. On the other hand UNCTAD stakeholders and project reports were more positive about the extent of capacity developed.

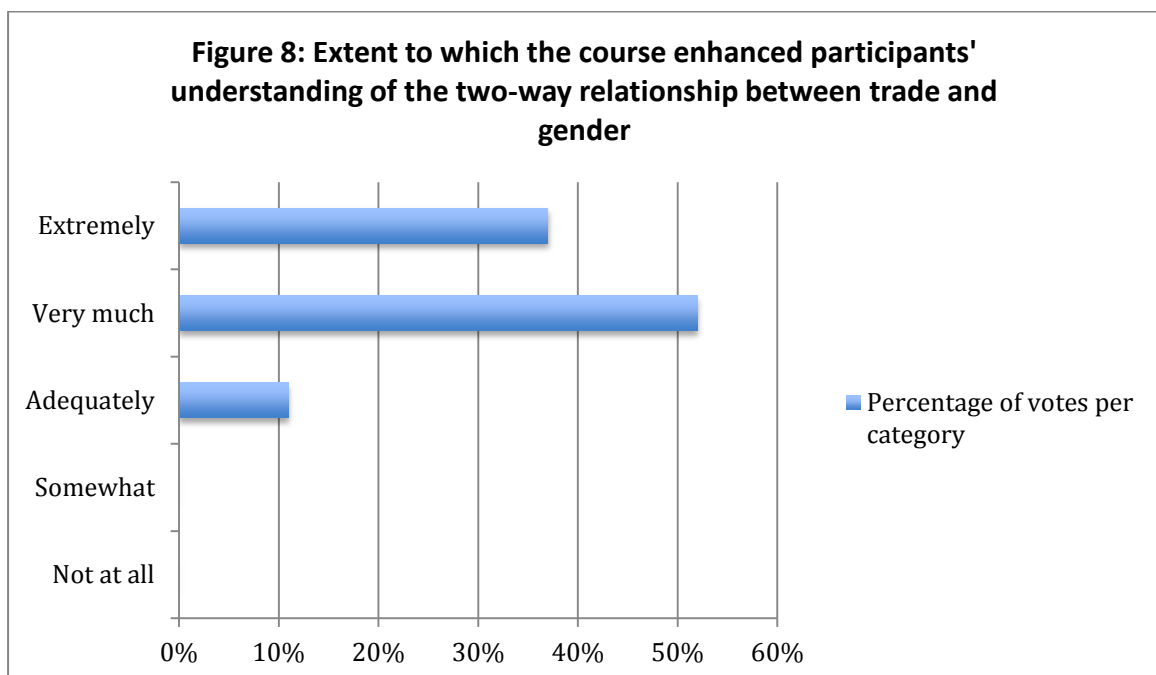
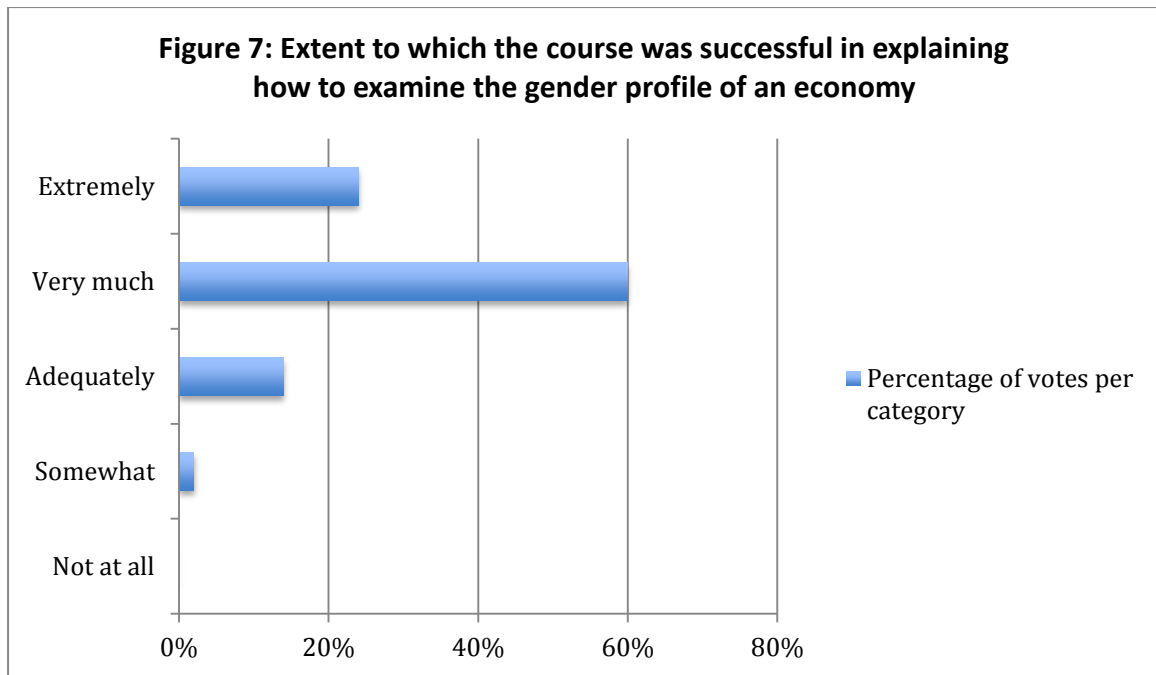
This partly relates to different perspectives and expectations on the extent to which stakeholders thought the project would enhance capacity. From the perspective of UNCTAD stakeholders the objective was to run a seed project with a focus on workshops and reports, and as a way of testing methodologies for the new area of mainstreaming gender into trade policy. National stakeholders, particularly those from government, viewed the project differently, partly because they had been involved in

longer-term capacity development programs with other parts of the UN system. For example in one of the case study countries one key stakeholder noted that their Ministry had expected a longer-term plan for capacity development with UNCTAD. They questioned the level of resources devoted to a one-day workshop and report, rather than a longer-term program of capacity development. The majority of key stakeholders (75-100 per cent) welcomed UNCTAD’s innovative approach in raising the question of gender mainstreaming and trade policy, but were concerned about lack of follow up. From the UNCTAD perspective longer term capacity development could only have come about if additional funds were available. These differing expectations led to dissatisfaction of the majority of national stakeholders (75-100 per cent) concerning project follow up.

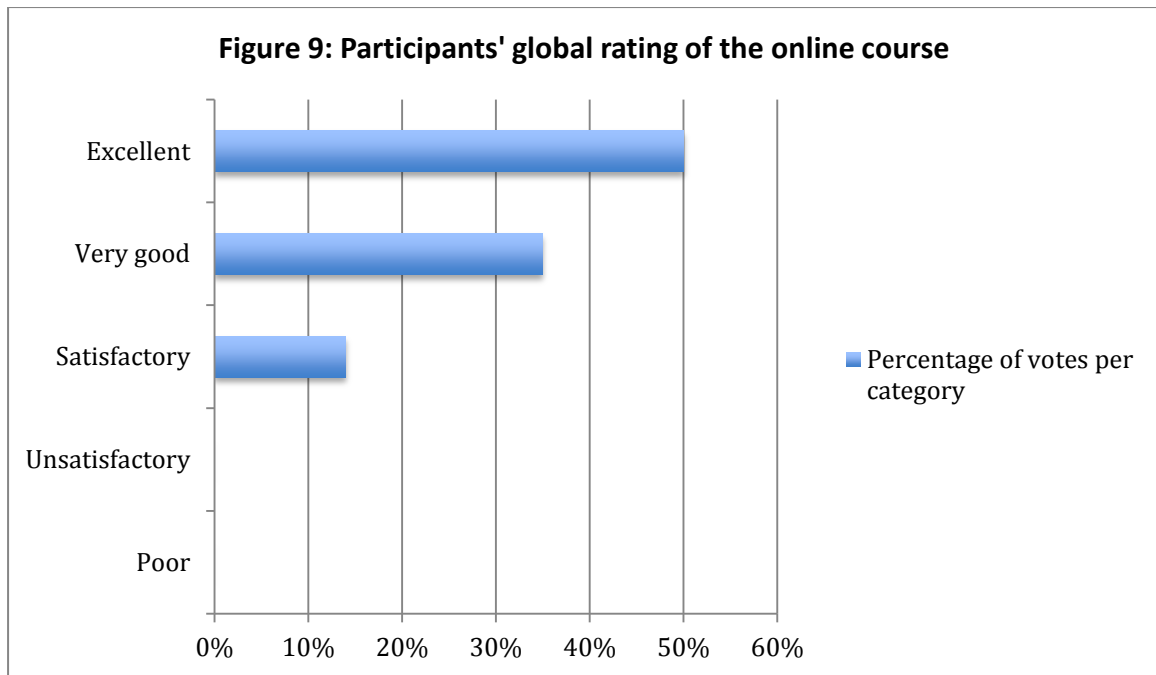
3.2.3 Online course

Using the materials from the seven case studies and other materials produced by UNCTAD, by other organizations and academia, UNCTAD developed an online course on gender and trade policy which in its first iteration was taken by 100 participants from 51 countries, out of 186 applicants. The course was advertised on relevant websites, rather than being targeted at particular individuals. Findings from the online course follow up questionnaire are very positive, as reflected in Figures 6, 7 and 8. Figure 6 demonstrates that for the most part course participants were not familiar with many of the concepts discussed in the course prior to take the course. Building on this, the course was highly successful in explaining the interaction between gender and trade policy, as reflected in Figures 7 and 8, which demonstrate the high levels of success in building capacity in this area.





Overall high levels of satisfaction with the course are also reflected in Figure 9 and Box 1. Figure 9 shows that 50 per cent of respondents found the course excellent and 34 per cent very good, with no respondents finding the course unsatisfactory or poor. Box 1 includes representative comments from participants about their experience with the course.



Box 1: Participants' views on the online course on gender and trade policy

I was really pleased with the content of the course and felt like it covered many of the main issues.

I will be teaching a gender and development course next semester, and I will devote two weeks to the content of the course.

The course increased my understanding on gender and trade particularly on the new aspects of gender and trade of which I was not previously aware.

Although the reader and suggested readings provided a great foundation for understanding the relationship between trade and gender, I would have preferred more information and/or cases that focused on policy recommendations that were implemented in different contexts, that is more real life policy recommendations.

3.3 Efficiency

Stakeholders noted that project activities have been efficiently carried out and that the project was well run. Project activities were undertaken in a timely manner, and all planned project activities have been completed. The project implementation rate of 95 percent is higher than the DA average (88 percent for UNCTAD's 7th tranche UNDA projects), and few DA projects reach that implementation level. Problems encountered during project implementation led to changes in the project methodology, with advances in both process and the methodology used for the country studies, as noted in Section 3.1. UNCTAD accomplished this efficient completion of project activities with a dedicated and committed but very small team of one full time UNCTAD staff member who spent about 60 per cent of her time on the project, and a part-time junior

staff member. Around ten international and national consultants and individual contractors were also recruited for periods from one to six months to support project activities. The UNCTAD team's major contributions both at the conceptual level in determining the study topic and directing its course, and in terms of effective logistics, is to be commended.

One of the key questions related to efficiency in the Evaluation Matrix (Annex 3) is whether the funds could have been used more efficiently to achieve the same or better results. While the project improved its planning over time, it may have been more effective to take two countries as case studies and work more intensely with national stakeholders to build their capacity over time. The project may have been spread too widely, allowing insufficient time for project managers to follow up with national counterparts, particularly given the small size of the UNCTAD project team.

One elements of the project that could have been stronger was ongoing monitoring and tracking of expected accomplishments. Post-workshop surveys, which were not carried out, would have been useful mechanisms for feedback and ongoing learning.⁸ The project document noted that there would be annual surveys of national stakeholders, including policy-makers, trade negotiators and researchers, to determine the effectiveness of the project. However, these surveys were not carried out as planned. Workshop reports and project reporting tended to focus on activities. On the other hand the online course evaluation represents good practice and should be replicated in future projects.

The project has been successful in leveraging additional resources. The project document notes that extra-budgetary funding has been mobilized for spin-off projects in three other countries (Angola, Lesotho and The Gambia). A Multi-year multi-donor trust fund has been set up to build and strengthen developing countries' capacity to mainstream gender in trade policy, leveraging the knowledge gained from the DA project. The willingness of Member States to fund additional country studies strongly suggests that they value the project's approach and initial findings.

3.4 Sustainability and impact

The extent of success in promoting sustainability and impact depends on the perspective taken on how far the project planned to enhance capacity. The DA definition of building capacity at the individual, organizational, and enabling environment levels implies a longer-term capacity development effort. This aligns with the Kirkpatrick scale for assessing the effectiveness of training:

- reaction of participant – their opinion on the training
- learning - the resulting increase in knowledge or capability
- behaviour - extent of behaviour and capability improvement and application
- results – institutional change

The evaluation had planned to use this scale during key stakeholder interviews (Annex 3), but it became apparent after the first interviews that key stakeholders at country level had not sufficiently engaged with the project for these measures to be

⁸ A post-workshop survey was carried out in Rwanda, however only three of 44 participants completed the survey.

appropriate.

The main expected accomplishment against which sustainability and impact are measured in this evaluation is:

Enhanced capacity in the four selected countries to include gender considerations in the formulation of trade policy.

As noted, the main way in which the project has developed capacity has been through the online training, and although participants' initial responses to the training were positive, further analysis and follow up would be needed to ascertain whether the capacity developed is sustainable, in that the course was conducted in the first quarter of 2015. Based on the majority of key stakeholder responses (75-100 per cent), it can be concluded that the extent to which national authorities have assumed ownership of the country studies and have the capacities and willingness to continue with necessary follow-up actions is limited, and it is unclear whether the project will lead directly to more gender sensitive trade policies. A lesson recognized in the project final report was that: "Earlier engagement of stakeholders would enhance relevance and sustainability. Beneficiaries and other stakeholders should be engaged at the project design stage (needs assessment) and at the very inception of project activities, possibly through the use of participative and interactive approaches. In terms of future programming, this involves more emphasis on up-front "kick-off" workshops/meetings to define and fine-tune activities with beneficiaries and other stakeholders, and a more structured, continuous interaction with the national counterpart team." Earlier involvement of key stakeholders at country level could also be combined with longer-term engagement to promote sustained capacity development. Nevertheless as the project can be considered as a pilot it offers a model which could be replicated, in particular if UNCTAD devotes adequate staff and financial resources from its regular budget to gender mainstreaming in trade policy.

Achievements that had taken place within UNCTAD as a result of the project, noted in Section 3.1, in particular greater awareness of the importance of mainstreaming gender and greater coherence of UNCTAD's gender related work, are likely to be sustainable, given that UNCTAD has a follow-up DA project, and if UNCTAD devotes more regular budget resources to gender mainstreaming.

More general comments can be made in relation to how impact and sustainability might have been further promoted and tracked. First the project does not appear to have developed country-level follow up plans. This is partly because UNCTAD has no country-level presence, and partly because of the ways in which the project was formulated with a focus on the workshop and report as the main products. UNCTAD could have worked more closely with other UN agencies, as was planned in the project document, and particularly in the Delivering as One UNCTs where coordination is paramount. Second, as noted in Section 3.3, the project could have established stronger mechanisms to more carefully assess the kinds of capacity being developed and the extent to which it is sustainable, as planned in the project document. This might have led to changes in the project towards a focus on greater engagement with stakeholders in case study countries.

4. Conclusions

In summary the project has successfully carried out pilot studies which can be catalytic in developing future work on mainstreaming gender into trade policy. That the project has been successful in leveraging additional resources, and the willingness of Member States to fund additional country studies, points to the project's value. Because of the case studies already carried out and the track record it has developed through the project, UNCTAD has an important opportunity to make a significant difference to the ways in which trade policy is formulated vis-à-vis gender mainstreaming. However, this would require a commitment of UNCTAD regular budget funds and subsequent additional staff time.

The evaluation found that the UNCTAD project was relevant for all parties concerned – UNCTAD, the DA, and national level stakeholders. UNCTAD stakeholders in particular commented on the ways in which the project had increased coherence on gender mainstreaming within the entity. The selection of country case studies and participants for workshops was found to be appropriate. The case studies were also found to have been innovative and to have built on existing research.

The evaluation found that engagement of national stakeholders during project formulation and implementation could have been stronger, although this engagement increased as project implementation proceeded. The levels of engagement achieved are unlikely to ensure sustainability of the project achievements, in particular in relation to capacity development.

The evaluation found that the project was efficiently executed, and the contributions of the project managers should be commended both at the conceptual and logistical levels. The project may have been spread too widely, allowing insufficient time for project managers to follow up with national counterparts, particularly given the small size of the UNCTAD project team. The evaluation found that UNCTAD could have worked more closely with other UN agencies to promote sustainability. The quality of reporting was generally high, however the project did not carry out all of the monitoring activities planned in the project document, e.g. annual beneficiary validation.

Achievements related to the three expected accomplishments of the project are set out below.

- Strengthened understanding of the margin of manoeuvre that the selected countries enjoy, in the midst of multilateral, regional and bilateral agreements, to use trade policy to empower women and reduce the level of inequality between men and women.

This has been largely accomplished, through the case study workshops and reports, and in particular through the online course which was very highly regarded. Key stakeholders at country level were in general appreciative of the innovative approach of the project, the overall quality of the workshops, and the thorough nature of the research involved with the reports. On the other hand concerns were expressed by these stakeholders concerning the general nature of some of the report recommendations, and the need to tailor recommendations more closely to the

national context.

- Enhanced understanding in the four selected countries and among developing countries at large of the links between trade and gender, and of the policy and measures that may be used to mainstream gender in trade policy.

This has also been accomplished; however while the enabling environment for mainstreaming gender into trade policy might have improved, the actual policy changes as a result of the project may be limited. A majority of key stakeholders (75 to 100 per cent) from Rwanda, Bhutan and Uruguay noted that the country level reports would have been more useful if a systematic dissemination and follow-up plan had been in place.

- Enhanced capacity in the four selected countries to include gender considerations in the formulation of trade policy.

Overall the project has a mixed record as far as capacity development is concerned. The evaluation found differing expectation of project objectives, with UNCTAD stakeholders focusing on the workshop and reports, and government stakeholders anticipating a longer-term capacity development program. The country-level workshops and reports were welcomed, but could have had further impact if follow up had been organized. DA guidelines note that: “By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the Development Account becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the United Nations conferences and summits.” There is likely to have been some individual capacity built, as opposed to organizational capacity. On the other hand the online course, as noted, has been highly successful and much appreciated by participants, makes excellent use of the country study material, and demonstrates that the project had developed the capacity of individuals in a coherent and systematic way.

Overall the project was very well implemented and has been highly successful in achieving shorter- term objectives and piloting case studies which has made stakeholders more aware of trade-gender linkages and the actual or potential negative impacts of policies on gender equality. The extent to which the longer-term objectives of increasing capacity and influencing trade policy will be achieved remains unclear.

5. Recommendations

Finding	Recommendation
UNCTAD has carried out a successful seed project that has demonstrated the value and potential of a programme on mainstreaming gender into trade policy.	To promote sustainability of its work to date on mainstreaming gender into trade policy, UNCTAD should ensure that this work programme receives appropriate funding from regular budget resources.
The online course was highly regarded by participants.	Continue to implement the online course, and measure its results over time to determine if the capacity developed has been sustained. Use this tracking over time to strengthen the online course.
UNCTAD and government stakeholders had different perceptions of the expected accomplishments of the project vis-à-vis capacity development. While UNCTAD stakeholders conceptualised the project mainly in relation to the workshops and reports, government stakeholders had a greater interest in longer-term capacity development.	Ensure a shared understanding of project objectives among all parties at the start of any new project on enhancing capacity on gender and trade policy.
National stakeholders could have been more involved in project formulation and implementation, which in turn would have led to greater national ownership.	Design future projects in a way that ensures engagement of national counterparts throughout project development and implementation.
It is unclear what level of mainstreaming of gender into trade policy will take place as a result of the project.	In future projects ensure that longer-term capacity development is more closely linked to mainstreaming gender into trade policy, by involving project stakeholders fully in the project from the design stage, building in longer-term capacity development initiatives into project planning, expected accomplishments, and budgets, establishing measures of longer-term capacity development, and by developing strong UN inter-agency linkages.
Monitoring of the project was not fully carried out as planned.	For any future projects develop a realistic monitoring framework and implement this on a regular basis.

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Annex 1: Project log-frame

<p>Objective To create awareness on the links between trade policy, gender and development; and strengthen the capacity of governments in developing countries to mainstream gender in trade policy and make trade policy more responsive to the specific needs of women.</p>			
Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 1 Strengthened understanding of the margin of manoeuvre that the selected countries enjoy, in the midst of multilateral, regional and bilateral agreements, to use trade policy to empower women and reduce the level of inequality between men and women</p>	<p>Increased number of government officers in the countries involved in the project able to identify the margin of manoeuvre within trade policy that can be used for women's empowerment and for reducing the level of inequality between men and women, including through better handling of sex-disaggregated data</p>	<p>Feedbacks from responsible agents and ministries</p>	<p>It is assumed that targeted beneficiaries are committed to the project objectives and that government officers will devote enough time and attention to the training activities</p>
<p>1.1 Main activity Developing a methodology on the best way to collect and use sex disaggregated data that are relevant for conducting trade analysis</p>			
<p>1.2. Main activity Providing training to officers responsible for data collection and analysis in the relevant ministries and bureaus of statistics in the selected countries on how to collect and analyze gender-related data</p>			
<p>1.3. Main activity Providing training to policy-makers and trade negotiators in the selected countries to assess the gender impact of trade policies and trade agreements, as well as the policy space for pursuing gender-sensitive trade policies</p>			
<p>Expected accomplishment 2 Enhanced understanding in the four selected countries and among developing countries at large of the links between trade and gender, and of the policy and measures that may be used to mainstream gender in trade policy.</p>	<p>Increased general availability of research, analysis, assessments, data, methodology, and training tools on the impact of trade policy on gender</p>	<p>Feedbacks from responsible officials and ministries and key representatives of public and private agencies. Reviews from research institutes and the academia</p>	<p>Cooperation from relevant stakeholders in collecting and sharing information. Willingness to test and use the virtual training module.</p>
<p>2.1 Main activity Publishing a book containing the main findings of the analytical work conducted in the four selected countries.</p>			
<p>2.2 Main activity Preparing a virtual training module on mainstreaming gender in trade policy to be used by policy-makers in developing countries and by the UN country teams.</p>			
<p>2.3 Main activity Presenting the preliminary findings of the country-case studies at UNCTAD XIII Ministerial Conference (Doha, Qatar, April 2012).</p>			
<p>Expected accomplishment 3 Enhanced capacity in the four selected countries to include gender considerations in the formulation of trade policy</p>	<p>(i) Increased number of government officials in the four countries involved in the project able to develop strategies aimed at making trade policy more responsive to gender considerations and to the</p>	<p>(i) Feedback from government officials and from participants in the four national seminars; (ii) Inclusion of gender considerations in trade policy, for example the</p>	<p>It is assumed that the targeted beneficiaries are willing to reassess their trade strategy and agreements on the basis of gender considerations, or put in place complementary policies</p>

	<p>specific needs of women. (ii) Increased donors' interest in supporting activities aimed at gender mainstreaming in trade policy</p>	<p>Diagnostic Trade Integration Studies (DTIS) under the Enhanced Integrated Framework (EIF) for the LDCs; (iii) Inclusion of gender mainstreaming in trade policy in technical assistance programmes</p>	
<p>3.1. Main activity Organizing four national seminars for policy-makers, trade negotiators and other relevant stakeholders in the selected countries to share ideas, tools, data and best practices on how to ensure that gender specificities are reflected in trade policy formulation and implementation.</p>			
<p>3.2. Main activity Drawing donors' attention on the suitability to include support to gender mainstreaming in trade policy within their development assistance programmes throughout project implementation.</p>			

Annex 2: List of interviewees

UNCTAD respondents (all Geneva)

Name	Title
Simonetta Zarrilli	Chief, Trade, Gender and Development Section
Mariangela Linoci	Trade Gender and Development Section
Petko Draganov	Deputy Secretary General
Daniel Chen	UNCTAD Evaluation Office
Sabrina Ielmoli	UNCTAD Evaluation Office
Raul Javaloyes	Technical Cooperation Service
Manuela Tortora	Former Head of Technical Cooperation Service
Guillermo Valles	Division on International Trade in Goods and Services and Commodities
Axele Giroud	Division of Investment and Enterprise
Vlasta Macku	UNCTAD Virtual Institute
Rolf Traeger	Africa, Least Developed Countries and Special Programmes
Lisa Borgatti	Africa, Least Developed Countries and Special Programmes

Geneva based and country level respondents

Name	Title
Ralph Osterwoltd	Canada Delegate Geneva
Valerie Esquivel	UNRISD Geneva
Francisco Pirez	Uruguay Ambassador Geneva
Jaime Moody	US Delegate Geneva
Clare Van der Vaeren	Former RC, Bhutan
Sonam Tshering	Senior Policy and Planning Officer, Policy and Planning Division, Ministry of Economic Affairs, Bhutan
Sonam Chuki	Senior Lecturer, Royal Institute of Management, Bhutan
Anataria Karimba	Trademark, Rwanda
Monica Ssanyu	Executive Director, Chamber of Women Entrepreneurs, Rwanda
Diane Sayingoza	Manager, Trade Development Division, Rwanda Development Board
Diana Ofwona	Representative, UN Women, Rwanda
Terra Ines	Researcher, Ministry of Economics, Uruguay
Teresa Aishemberg	Executive Secretary, Union of Uruguayan Exporters
Denise Cook	RC, Uruguay
Eusebe Muhikira	Acting Head, Export and Business Development, Rwanda Development Board
Salvador Soledad	CIEDUR, Centro Interdisciplinario de Estudios sobre el Desarrollo, Uruguay

Annex 3: Evaluation matrix

Questions	Indicators	Data collection methods and source
1. RELEVANCE		
1.1 To what extent was the project aligned with UNCTAD's mandate?	<ul style="list-style-type: none"> Project objectives vis-à-vis UNCTAD's mandate. 	Interviews with UNCTAD staff Review of planning documents Interviews with Member States/donors
1.2 To what extent were the project design and activities and deliverables aligned with the objectives of the Development Account?	<ul style="list-style-type: none"> Project objectives vis-à-vis the objectives of the Development Account. 	Interviews with DESA staff, and Technical Cooperation Service of UNCTAD Development Account documentation review
1.3 How relevant were the criteria for selection of study countries, and were the most appropriate countries selected?	<ul style="list-style-type: none"> Criteria used for country selection. Review of other potential countries. 	Key stakeholder interviews Document review
1.4 To what extent was the project aligned with national priorities?	<ul style="list-style-type: none"> Alignment of project objective with national development priorities. 	Key stakeholder interviews Review of project reports and national level planning documents
1.5 How far were the country studies relevant to the national context?	<ul style="list-style-type: none"> Alignment of country studies with national development priorities. 	Key stakeholder interviews Review of project reports Web survey
1.6 To what extent did the project build on research already carried out in the area of gender equality and trade?	<ul style="list-style-type: none"> Degree to which the project document and planning analyzed and took into account previous work on gender equality and trade. 	Key stakeholder interviews
1.7 To what extent did national stakeholders participate during project formulation and implementation?	<ul style="list-style-type: none"> Level of participation of different government ministries, NGOs and private 	Key stakeholder interviews Review of project reports and national level planning documents

	sector during project formulation and implementation.	Web survey
1.8 Were the criteria used for selection of participants involved in capacity development appropriate? Were the most appropriate participants selected?	<ul style="list-style-type: none"> • Make-up of workshop participant list. • Review of other potential participants. 	Key stakeholder interviews

Questions	Indicators	Data collection methods
EFFECTIVENESS		
2.1 To what extent were project activities complementary to and coordinated with other projects, and/or implemented through relevant networks?	<ul style="list-style-type: none"> • Coordination with other ongoing projects and networks. 	Key stakeholder interviews, including potentially a project coordination unit at the Ministerial level and /or a country donor coordination group
2.2 Were the objectives of the workshops and training met?	<ul style="list-style-type: none"> • Rating of workshops and training by participants. • Assessment in UNCTAD's reports. 	Key stakeholder interviews Focus group Web survey Review of workshop evaluations by participants Review of UNCTAD mission and annual reports
2.3 How far has capacity been developed in the areas of: a. understanding of the impacts of trade policy/agreements on gender equality, b. assessing suitable policy options for women's empowerment and gender	Kirkpatrick four point assessment scale ⁹ : <ul style="list-style-type: none"> • reaction of participant – their opinion on the training • learning - the resulting 	Key stakeholder interviews Workshop evaluations by participants

⁹ Standard assessment scale for capacity development.

<p>equality within trade policy and strategies, c. developing a coherent policy framework contributing to make trade a tool for women’s empowerment and gender equality d. using analytical tools, including collecting and using sex-disaggregated data?</p>	<p>increase in knowledge or capability</p> <ul style="list-style-type: none"> • behaviour - extent of behaviour and capability improvement and application • results – institutional change 	
<p>2.4 How effective has the project research, analysis, assessments, data and training tools been in terms of influencing trade policy to better mainstream gender?</p>	<ul style="list-style-type: none"> • Quality and usefulness of analysis of gender equality and trade issues 	<p>Key stakeholder interviews Web survey</p>
<p>2.5 How far are policymakers better equipped to take informed decisions to direct trade policy towards facilitating women’s empowerment and well-being?</p>	<ul style="list-style-type: none"> • Level of capacity of policymakers in gender analysis, dialogue around gender issues with counterparts, and ability to mainstream gender in trade policy 	<p>Key stakeholder interviews Web survey Workshop evaluations by participants</p>
<p>2.6 To what extent has the project facilitated the establishment of partnerships between government offices, women’s business associations and women groups for implementing national strategies aimed at increasing gender equality and women's empowerment through trade?</p>	<ul style="list-style-type: none"> • Number and type of partnerships supported. • Effectiveness of partnerships. 	<p>Key stakeholder interviews</p>
<p>2.7 Are donors increasing support to gender mainstreaming in trade policy</p>	<ul style="list-style-type: none"> • Number of donors considering including 	<p>Key stakeholder interviews</p>

within their development assistance programmes.	support to gender mainstreaming in trade policy.	
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Questions	Indicators	Data collection methods
3. IMPACT		
3.1 What uses have been made of project publications in your country, and/or by stakeholders in other countries and other potential beneficiaries? E.g. a. Study by the staff of your organization. b. Discussion to implement the policy advice recommended. c. Plan to draft a national policy relating to the policy recommendation.	<ul style="list-style-type: none"> Quality of publications as assessed by stakeholders. 	Key stakeholder interviews Web survey Reviews of publications
3.2 What is the likely longer-term project impact in terms of promoting gender equality and overall well-being of households?	<ul style="list-style-type: none"> Inclusion of gender considerations in policy formulation/implementation 	Key stakeholder interviews
3.3 What is the likelihood that the project will help countries put in place coherent gender-sensitive trade strategies?	<ul style="list-style-type: none"> Assessment by policy makers and other key stakeholders. 	Key stakeholder interviews Web survey
3.4 Do you foresee any new policies or strategies that would benefit women, as a result of e.g. training, case studies and policy advice related to this project? Benefits could be, for example, increases	<ul style="list-style-type: none"> Assessment by policy makers and other key stakeholders. 	Key stakeholder interviews Web survey

in women's employment, favorable policy towards female entrepreneurs, fair treatment of and payment for female workers, women-focused training, for example extension services, etc.		
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Questions	Indicators	Data collection methods
4. SUSTAINABILITY		
4.1 To what extent have national stakeholders taken ownership of project design, implementation, and outputs?	<ul style="list-style-type: none"> Number of capacitated national stakeholders planning to take project findings forward. 	Key stakeholder interviews Web survey
4.2 Have institutional mechanisms been put in place to promote sustainability?	<ul style="list-style-type: none"> Additional national resources and staffing dedicated to gender equality and trade. 	Key stakeholder interviews Web survey
4.3 What actions, if any, have been undertaken so that the capacities developed by the project will be sustained?	<ul style="list-style-type: none"> Plans for ongoing training by national actors. 	Key stakeholder interviews Web survey
4.4 Can the project be replicated in other institutional settings and countries?	<ul style="list-style-type: none"> Level of dialogue between UNCTAD and national actors in non-project countries. 	Key stakeholder interviews Web survey Project reports

Questions	Indicators	Data collection methods
5. EFFICIENCY		

5.1 Have resources and funds been used efficiently?	<ul style="list-style-type: none"> • Timeliness of expenditure. • Actual vs. planned expenditure. 	Review of financial records Interviews with UNCTAD and DA staff, TCS (technical cooperation service)
5.2 Could the funds expended have been used more efficiently to produce the same of better results?	<ul style="list-style-type: none"> • Consideration of alternatives during project planning/concept phase. 	Interviews with UNCTAD and DA staff
5.3 Have the project activities been undertaken in a timely manner?	<ul style="list-style-type: none"> • Actual vs. planned completion of activities. 	Review of project reports Interviews with UNCTAD and DA staff
5.4 Has the monitoring plan been followed and what are the quality assessment measures that have been put in place?	<ul style="list-style-type: none"> • Actual vs. planned monitoring activities. 	Review of project reports Interviews with UNCTAD and DA staff
5.5 Has the project transferred lessons learned and best practices from its earlier to its later phases?	<ul style="list-style-type: none"> • Evidence of use of best practices and lessons learned 	Key stakeholder interviews
5.6 Has the project managed to leverage additional resources?	<ul style="list-style-type: none"> • Additional resources received. 	Key stakeholder interviews

Annex 4 Key stakeholder questionnaire and web surveys

Annex 4.1 Key stakeholder questionnaire

Enhancing Capacities of Developing Countries to Mainstream Gender in Trade Policy

Questionnaire for key stakeholders

Note: not all questions will be asked to all stakeholders.

All responses are confidential to the project evaluator.

1. Relevance

1.1 How well was the needs analysis done at the project inception stage? To what extent did national stakeholders participate during project implementation, and did this lead to effective alignment of the project with national priorities? Please provide examples.

How would you rate the needs assessment carried out:

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

1.2 How far were the country studies relevant to the national context? Please provide examples.

How would you rate the relevance to the national context:

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

1.3 To what extent did the project build on research already carried out on gender equality and trade?

1.4 What criteria were used in the selection of participants for capacity development? In your view, were the most appropriate participants selected? If not, who should have been selected and what are lessons learned?

1.5 How far was the project aligned with UNCTAD's mandate and the objectives of the Development Account?

1.6 In terms of overall project orientation, did the project get the right balance between a focus on gender equality and a focus on women? Please expand with examples. If not, can you provide any examples of where you think there was an imbalance.

2. Effectiveness

2.1 Please rate the quality of the workshop you attended on the same five-point scale:

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please expand on your rating.

2.2 In terms of capacity development, we are using the generally used four-point assessment scale (Kirkpatrick scale) to assess changes in capacity. The first point on the scale is covered in the question immediately above. For the other three points, to what extent has the training contributed to:

a. An increase in your knowledge and capabilities in policy options that mainstream gender considerations

b. Changes in your work patterns, for example the kinds of research you carry out/commission, what is included in the agenda for meetings, and/or your dialogue with other government/NGO/private sector colleagues.

c. Changes within your institution, for example decisions about including gender considerations in trade policy formulation/implementation and/or allocation of funding for gender-related activities?

2.3 How would you rate the quality of the project products (e.g. workshops and face-to-face training, country case studies, online training courses)?

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please expand.

2.4 To what extent has the project facilitated the establishment of partnerships between government, for example between government and women's business associations and women groups for implementing national strategies aimed at

increasing gender equality through trade? Were any other partnerships developed, e.g. between government and industry associations? Please provide examples.

3. Impact

3.1 What uses have been made of the country case study in your country, and/or by stakeholders in other countries and other potential beneficiaries?

3.2 What is the likely longer-term project impact in terms of promoting gender equality and overall well-being of households?

3.3 What is the likelihood that the project will help countries put in place coherent gender-sensitive trade strategies?

3.4 Do you foresee any new policy or strategy that would benefit women, as a result of training, case studies and policy advice? Benefits could include for example, increase of women's employment, favorable policy towards women entrepreneurs, fair treatment of and payment to women?

4. Sustainability

4.1 To what extent have national stakeholders taken ownership of project outputs? Please provide examples.

4.2 Have institutional mechanisms been put in place to promote sustainability? Please provide details of any specific institutional mechanisms in place such as units that have set up, staff that have been hired, and/or funds that have been allocated.

4.3 What is the likelihood that the capacity developed by the project will be sustained? How can the knowledge and skills of participants enhance institutional knowledge in mainstreaming gender in trade policy? Please provide any details.

4.4 Can the project be replicated in other settings? Can you provide any examples of uptake in other countries or other settings?

4.5 What is needed for national authorities to follow up on the country study and policy advice? Have development partners been identified to further support follow-up? Do national authorities have the capacity to continue the necessary follow-up actions?

5. Efficiency

5.1 To what extent have resources and funds been used efficiently?

5.2 Could the funds expended have been used more efficiently to produce the same or better results?

5.3 Have the project activities been undertaken in a timely manner?

5.4 Has the monitoring plan been followed and what is the quality of monitoring?

5.5 What measures were taken to overcome difficulties and constraints encountered during project implementation?

6. Overall rating and comments

6.1 What are the factors that led to or hindered the project achieving its objectives?

6.2 What are the main lessons to be learned from this project?
Please expand on your rating.

6.3 The project had three main objectives, and we would like you to use the five point rating scale for rating each of these.

a. Create awareness on the links between trade policy, gender and development.

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please expand on your rating.

b. Strengthen the capacity of governments in developing countries to mainstream gender in trade policy.

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please expand on your rating.

c. Make trade policy more responsive to the specific needs of women.

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please expand on your rating.

7. Any other comments?

Annex 4.2 Web survey for participants in workshops

Enhancing Capacities of Developing Countries to Mainstream Gender in Trade Policy

Web survey for project evaluation

You are kindly invited to provide your valuable feedback to this survey because you participated in an UNCTAD workshop related to mainstreaming gender in trade policy.

UNCTAD is carrying out an external evaluation of the project of which this event was a part, and have commissioned an independent evaluator to complete the evaluation.

We would request 10-15 minutes of your time to complete the questions below. Your input will be used to help determine the results of the project, and feed into improving future programming. The findings of this web survey will be combined with and compared to other evaluation findings to draw general conclusions about the UNCTAD project.

This on-line survey is managed by the evaluator and all your responses will be confidential to the evaluator. Thank you for your time and input.

1. About your participation

1.1 What kind of event did you participate in?

- a. national workshop
- b. other event

(for example, High-level Event on Women in Development at UNCTAD XIII or trade and gender events held at UNCTAD headquarters)

- c. both of the above?

1.2 When was the event held? (Month/Year)

1.3 Which country do you work in?

Bhutan

Cape Verde

Uruguay

Rwanda

Other:

1.4 OPTIONAL: Which organization do you work for?

1.5 What is your position and function in the organization?

1.6 Are you:

Male

Female

1.7 Why were you invited to participate in the workshop/event?

2. About the workshop/event

2.1 How would you rate the overall organization of and presentations at the workshop/training?

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please add any specific comments:

2.2 How would you rate the content of the country study presented at the workshop/event?

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please add any specific comments:

2.3 How far was the country study produced relevant to the national context?

1 = Extremely relevant

2 = Very relevant

3 = Relevant

4 = Somewhat relevant

5 = Irrelevant

0 = don't have enough information to respond

2.4 What is your overall rating of the workshop/event?

1 = excellent

2 = very good

3 = satisfactory

4 = unsatisfactory

5 = poor

0 = don't have enough information to respond

Please add any specific comments:

3. Capacity

3.1 To what extent has your capacity to analyze gender issues in trade policy and practice been strengthened as a result of this project?

1. A great deal
2. Significantly
3. Somewhat
4. A limited amount
5. Not at all

3.2 What are the main areas where your capacity has been strengthened? Please list in order of priority (1 for area most strengthened, 2 for second most strengthened etc).

- a. understanding of the impacts of trade policy/agreements on gender equality
- b. assessing suitable policy options for women's empowerment and gender equality within trade policy and strategies
- c. developing a coherent policy framework contributing to make trade a tool for women's empowerment and gender equality
- d. using analytical tools, including collecting and using sex-disaggregated data?

Please list any additional areas. and expand as appropriate.

3.3 Were there any areas which you thought were important but which were not covered in the workshop/event?

4. Follow up

4.1 Since the workshop/event, have you used your increased capacity to do any of the following? Please check the relevant boxes:

- Increase research on the links between gender equality and trade issues
- Increase the focus on gender equality and trade issues in your organization
- Include gender considerations in the agenda of trade/economics meetings and trade/economics considerations in the agenda of gender meetings
- Raise gender equality issues more frequently with other government/NGO/private sector colleagues
- Develop or strengthen partnerships with other government/NGO/private sector colleagues
- Make changes at the institutional level, for example decisions about including gender considerations in trade policy formulation/implementation and/or allocation of funding for gender-related activities
- Other – please add any specific areas

4.2 Since the event, has there been any follow up from UNCTAD or other UN organizations?

5. Other comments

Please add any additional comments about your participation:

Annex 4.3 Web survey for participants in on-line training

1. Based on the objectives set out in the Virtual Institute Trade and Gender online course prospectus, your expectations for the course were:
 - a. Considerably exceeded
 - b. Exceeded
 - c. Fully met
 - d. Somewhat met
 - e. Not at all met

Please comment on your rating:

2. Please indicate the extent to which you were previously familiar with the concepts discussed in this course:
 - a. You were not at all familiar with any of the concepts discussed. The course provided an opportunity for developing new knowledge.
 - b. You were familiar with some of the concepts discussed. The course provided an opportunity to expand your knowledge on the topic.
 - c. You were familiar with many of the concepts discussed. The course provided an opportunity to strengthen and build upon your prior knowledge.
 - d. You were familiar with all the concepts discussed. The course did not provide any new information.

Please comment on your answer:

3. To what extent was the course successful in explaining how to examine the gender profile of an economy?
 - a. Extremely
 - b. Very much
 - c. Adequately
 - d. Somewhat
 - e. Not at all

Please comment on your rating:

4. Please indicate the extent to which the course enhanced your understanding of the two-way relationship between trade and gender:
 - a. Extremely
 - b. Very much
 - c. Adequately
 - d. Somewhat
 - e. Not at all

Please comment on your rating:

5. If your primary role is that of a researcher or a teacher, after completing this course, you (check all that apply):
- Are confident about your ability to undertake policy-relevant research on trade and gender
 - Feel better prepared to teach your students about how to look at the economy from a gender perspective
 - Don't feel quite ready to integrate trade and gender considerations in your research and teaching work just yet, but are motivated to continue developing your skills in this area, or to cooperate with more experienced practitioners
 - Have decided that trade and gender is not your priority research area
 - Not applicable
6. If your primary role is that of a policy-maker or policy advisor, after completing this course, you (check all that apply):
- Are ready to design and/or implement gender-sensitive trade policy in your country
 - Can assist policymakers in your country to mainstream gender in trade policy formulation and implementation
 - Don't feel quite ready to integrate trade and gender considerations in your work just yet, but are motivated to continue developing your skills in this area, or to cooperate with more experienced practitioners
 - Have decided that you do not wish to provide policy advice in this area
 - Not applicable

Please comment on your answer:

7. To evaluate the usefulness of the course, please give **two** specific examples of how you will apply what you learned in your teaching, research and/or policy advice or advocacy work in the next 6 - 12 months
8. From which of the following activities do you feel you learned the most? Please rate each activity individually on a scale of 1 to 5 (5 for extremely effective, 4 very effective, 3 effective, 2 somewhat effective, 1 ineffective)
- Readers ____
 - Multimedia lectures ____
 - Suggested readings ____
 - Quizzes and essay assignment ____
 - E-mail exchanges with course tutor ____

Please comment on your rating:

9. Please rate the technical elements of the online course (5 for excellent, 4 very good, 3 satisfactory, 2 unsatisfactory 1 for poor):
- Course registration procedure ____

- b. Technical instructions (how to apply, how to take this course) ____
- c. Course DVD ____
- d. Website design and navigation ____
- e. Website user-friendliness ____
- f. Technical support ____

Please comment on your rating:

10. The difficulty level of the course was:

- a. Very high. You had to review the material several times, and even with assistance, had trouble passing the quizzes.
- b. High. You had to work very hard to assimilate the information.
- c. Moderate. Some of the concepts were difficult and this affected your quiz performance.
- d. Just right. After reading the material and viewing the lectures, you were able to easily complete the quizzes.
- e. Low. You were able to pass the quizzes without reviewing all the material.

On average you spent ____ hours per week on the course.

Please comment on your rating:

11. What did you like the most about the course content, and why? What did you like the least, and why?

12. Were there any areas which you thought were important but which were not covered in the online course?

13. Globally, this course was:

- a. Excellent. You learned a lot. The presenters were knowledgeable, the materials were interesting and well designed, and the support from the tutor was timely and helpful.
- b. Very good. The materials and the expertise of the presenters helped you develop new skills and knowledge. The quality of the materials, the presenters and student support were above average.
- c. Satisfactory. The material was well organized and presented, and you learned a number of new things and updated your previous knowledge.
- d. Unsatisfactory. You learned a few new things but overall you were not satisfied with course content and presentation.
- e. Poor. The course was not worthwhile.

Please comment on your rating:

14. We would very much welcome your personal comments on your experience with this Virtual Institute professional development opportunity