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External evaluation of UNCTAD subprogramme 5: Africa, least developed countries and special programmes

Supporting materials*

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Annex I

Logical framework: Planned and actual results

Overall objective: To build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy

<i>Planned outputs</i>	<i>Expected outcomes</i>	<i>Actual accomplishments</i>	<i>Data sources and methods</i>
Specific objective 1: Increased awareness of and dialogue on policy options to promote African economic development			
Economic Development in Africa report (EDAR)	Policy scholars use report in their analysis	Reports from 2014–2017: 13 citations Reports from 2010–2013: 107 citations	Google Scholar
EDAR briefs	Governments and other stakeholders use EDAR findings in their policy developments	Stakeholder interviews and anecdotal evidence (see annex V) show that EDAR informs policy debates. However, stakeholders could provide very few specific policy changes as a result. Some prominent examples include tourism policy changes in Mali and Somalia in response to EDAR in 2017	Desk review, survey, text analysis, field missions and interviews
Launch of EDAR: 16 (17) press conferences and 1,837 (6,776) media alerts in 2015 (2017)	Dissemination of EDAR findings by media	399 stories in media, 283 after 2013	Lexis Nexis database
Advisory missions in order to contribute towards capacity-building in the region and towards policy debate and formulation in collaboration with African institutions	Countries or institutions receiving technical cooperation adopt its recommendations	Stakeholder interviews and field missions confirmed that there is heavy demand for technical cooperation and advisory missions, which generally leads to adoption of policy recommendations	Desk review, survey, text analysis, field missions and interviews
Participation in round-table discussions Training programmes Presentations, seminars, workshops and panel discussions			
Substantive support of TDB sessions on Africa	Meetings that UNCTAD supported take their positions into account	Desk review and interviews suggest that the recommendations are generally taken into account. See discussion below	Desk review, text analysis and interviews
Inputs for the report of the United Nations Secretary-General on United Nations system support for the New Partnership for Africa's Development to the Committee for Programme and Coordination and to the General Assembly			

<i>Planned outputs</i>	<i>Expected outcomes</i>	<i>Actual accomplishments</i>	<i>Data sources and methods</i>
Specific objective 2: Greater awareness of and dialogue on policy options to address development problems of least developed countries in the global economy, including those in the process of graduation from the list of least developed countries			
The Least Developed Countries (LDC) Report	LDC Reports are cited by policy scholars	Reports from 2014–2016: 27 citations Reports from 2010–2013: 57 citations	Google Scholar
LDC Report briefs	Governments and other stakeholders use LDC Report findings in their policy developments	Stakeholder interviews and anecdotal evidence (see annex V) show that LDC Reports inform policy debates. However, stakeholders could not point to any specific policy changes as a result	Desk review, survey, text analysis, field missions and interviews
Launch of LDC Reports: 21 (17) press conferences and 1,807 (5,931) media alerts in 2015 (2017).	Dissemination of EDAR findings by media	462 stories in media, 262 after 2013	Lexis Nexis database
Capacity-building activities undertaken by the LDC Section	Participants in capacity-building activities use the information and concepts provided	Stakeholder interviews and field missions suggest that there is heavy demand for technical cooperation (e.g. geographic indications and rules of origin in Cambodia) and advisory missions for support to policy formulation and adoption	Desk review, survey, text analysis, field missions and interviews
Specific objective 3: Enhanced integration of trade policies and priorities into the national development plans of least developed countries			
Workshops, training and seminars SP5 assistance in mainstreaming trade, exports and industrial strategies, e.g. Burkina Faso and the Gambia	Course participants use seminar material after returning home	Generally, these capacity-building efforts are highly regarded (e.g. Cambodia reportedly updated its value chain development strategy), although some stakeholders suggested that other United Nations agencies might have a comparative advantage by virtue of their greater field presence and deeper local (i.e. more practical) expertise	Desk review, survey, text analysis, field missions and interviews
Substantive support to the Trade and Development Board on LDCs	Meetings which took UNCTAD/SP5 positions into account	See discussion below	Desk review, text analysis and interviews
Assistance in mainstreaming trade into their respective development plans	Assisted countries adopt UNCTAD recommendations	Consultations confirm that these recommendations provide direct support and are very useful (e.g. Ethiopia and Cambodia). A new approach for the diversification of markets in Cambodia, for example, is reportedly linked to the trade development support programme	Desk review, survey, text analysis, field missions and interviews
Elaboration of diagnostic trade integration studies			

<i>Planned outputs</i>	<i>Expected outcomes</i>	<i>Actual accomplishments</i>	<i>Data sources and methods</i>
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Specific objective 4: Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts

Mandated preparation by UNCTAD of vulnerability profiles	CDP accepts vulnerability profile recommendations	Stakeholder consultations suggest UNCTAD recommendations constitute an important input into CDP decisions.	Desk review, text analysis, field missions and interviews
UNCTAD assistance in formulating a smooth transition strategy for a country was in direct support of the request of the Government for treatment as a small island developing State as a substitute for LDC treatment	Assisted countries adopt UNCTAD recommendations	Consultations revealed that these recommendations provide direct support and are very useful	Desk review, text analysis, field missions and interviews
UNCTAD advisory services and other forms of assistance on achieving structural progress			

Annex II

Terms of reference

External evaluation of UNCTAD subprogramme 5: Africa, least developed countries and special programmes

1. Introduction and purpose

The Trade and Development Board, at its sixty-second annual session,² agreed with the conclusions of its subsidiary organ, the Working Party on the Strategic Framework and the Programme Budget from its seventy-first session,³ which included a request to the UNCTAD secretariat to conduct an independent evaluation of UNCTAD subprogramme 5 on Africa, least developed countries and special programmes (SP5). The Working Party will consider the results of the evaluation at its session in September 2018.

This terms of reference outlines the scale and scope of the evaluation of SP5. This is a formative in-depth evaluation and will cover the period between 2013 and 2017. This evaluation exercise is meant to ensure the ownership, results-based orientation, cost-effectiveness and quality of UNCTAD assistance. By carrying out this evaluation, UNCTAD plans to assess its work, to learn lessons, to receive feedback, appraisal and recognition, as well as to mobilize resources by showing the possible attribution of achievements to the programme.

2. Subprogramme overview

Substantive responsibility for SP5 is vested in the Division on Africa, Least Developed Countries and Special Programmes (ALDC) of UNCTAD. The Division consists of two Branches (Trade and Poverty Branch and Research and Policy Analysis Branch).

The objective of SP5 as per the biennial programme plan for 2016–2017 is as follows: “To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, LDCs and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy.”⁴

The SP5 mandate has been reinforced in the outcome document of UNCTAD XIV, which took place in Nairobi in 2016. Paragraph 10 (a) of the Nairobi Maafikiano calls for strengthening its special focus on trade and development needs of LDCs across all areas of its mandate and in accordance with the Istanbul Programme of Action and other relevant documents on LDCs. Paragraphs 10 (b) to (e) focus on the remaining countries in special needs that are within the mandate of the Division, namely Africa, including support for the African Union and the New Partnership for Africa’s Development, the landlocked developing countries, including support for the implementation of the Vienna Programme of Action, small island developing States, including the implementation of the SAMOA Pathway and, lastly, the structurally weak and vulnerable small economies. The type of work the Division is responsible for contributes towards the achievement of Sustainable Development Goals 1, 8, 9, 10 and 17. The countries in special needs are the battleground on which the 2030 Agenda will be won or lost. This is where shortfalls from the Sustainable Development Goals targets are greatest, where improvement has been slowest and where the barriers to further progress are highest.

UNCTAD is a knowledge-based institution and research and analysis is the backbone of its work on trade and development and interrelated issues in the area of finance, technology, investment and sustainable development. The Division is producing two UNCTAD flagship reports, namely the Least Developed Countries Report and the Economic Development in Africa report. The Division aims for its research to be independent, solid, ground breaking and ahead of the curve. Furthermore, the Division is

² TD/B/62/11.

³ TD/B/WP/275.

⁴ A/70/6 (Sect.12).

actively producing research papers in the form of trade and poverty research documents and other various publications on rules of origin, geographical indications and market access.

Intergovernmental meetings are organized and serviced by the Division, which provide a platform for experience-sharing and deliberations on key national and international issues related to countries in need. The policy recommendations and the findings from the research analysis contained in the Division's research work are used as a basis to negotiate agreed outcomes.

The Division's technical assistance is implemented in-house and through the Enhanced Integrated Framework. In the first case, the technical assistance is demand-driven, based on the priorities established by the beneficiaries. The Division has been active also in implementing Development Account projects, which provide seed funding to develop an idea/concept/domestic policy to answer to specific needs. In the second case, technical assistance is implemented in a multi-stakeholder setting.

The programme of work of SP5 is presently implemented in accordance with the strategy detailed under SP5 of Programme 10, trade and development, of the United Nations biennial programme plan for the period 2016–2017.⁵ Appendix 1 contains the logical framework and strategy of SP5 for the 2016–2017 biennium, during which regular budget resources included 20 posts in the professional and above category and seven general staff posts.⁶

3. Purpose of the evaluation

The evaluation of SP5 was approved by member States at the Working Party in 2015.⁷ Since the launch of the UNCTAD evaluation policy in 2011, UNCTAD has carried out one subprogramme evaluation per year for full evaluation coverage of the UNCTAD programme of work every five years: subprogramme 1 on globalization, interdependence and development, in 2012–2013; subprogramme 2 on investment and enterprise, in 2013–2014; subprogramme 3 on international trade, in 2014–2015; and subprogramme 4 on technology and logistics, in 2015–2016. This evaluation will be the fifth and last in the series.⁸

Specifically, the purpose of this in-depth evaluation is to:

1. Independently and objectively assess:
 - (a) The quality of the overall subprogramme concept and design;
 - (b) The efficiency, effectiveness and impact of the different programmes under SP5 and overall ALDC in achieving the planned objectives;
 - (c) The relevance of SP5 to identified needs and ability to adapt to any changes, developments;
 - (d) Internal and external partnerships and synergies;
 - (e) Whether or not there were any unanticipated results, positive or negative, arising from programme implementation;
2. Identify:
 - (a) Lessons learned and good practices arising from SP5 for improved continued implementation and future policymaking and planning;
 - (b) Proposals for concrete action and recommendations that will feed into the strengthening of SP5.

A key purpose of the evaluation is to help all stakeholders reflect on what has worked well and what has not and thus use lessons learned so far to feed into the continued implementation of SP5.

4. Scope of the evaluation

The evaluation of SP5 will cover the period from 2013–2017. The evaluation will assess relevance, effectiveness, efficiency, sustainability, impact, partnerships, and gender and equity using the evaluation criteria and questions stated in Section 5 below.

⁵ A/69/6 (Prog. 10).

⁶ A/70/6 (Sect.12).

⁷ TD/B/WP/275.

⁸ There was no evaluation in 2015–2016 due to the UNCTAD quadrennial conference.

The evaluation will have a global coverage, with selected field missions, to be decided jointly between the evaluation team, SP5 management team and the Evaluation and Monitoring Unit of UNCTAD during the inception phase.

5. Evaluation criteria

Relevance

- To what extent and how have the branches of SP5 been relevant to the needs of its main stakeholders and beneficiaries?
- To what extent are the branches of SP5 working as part of a coherent and aligned UNCTAD approach?
- To what extent is SP5 aligned with UNCTAD mandates and the Sustainable Development Goals, and how well has its management translated the relevant mandates into programme priorities and workplans that support developing countries in achieving the Sustainable Development Goals?
- To what extent does SP5 follow the guidance of the Nairobi Maafikiano?
- What are the areas of comparative advantage and value add in of SP5 in terms of contributing to global, regional and national policy processes and capacity-building?

Effectiveness

- To what extent has SP5 achieved its targeted results in 2013–2017 (as enunciated in the UNCTAD Biennial Programme Plans for that period)?
- To what extent is there evidence of SP5 contributions under the three pillars of UNCTAD in global/regional/national policy processes? In particular, to what extent is there evidence of SP5 inputs in policy instruments adopted by member States, including but not limited to laws, regulations, policy statements, strategies, action plans and economic instruments?
- What are the key factors that have contributed to, or hindered, the influence of SP5 in global/regional/national policy processes?

Efficiency

- To what extent has SP5 been efficient in using its three core modalities of work (i.e. research and analysis, support to consensus-building and technical assistance) in a way to optimize their complementarities?
- Were resources and inputs converted to outputs in a timely and cost-effective manner?
- To what extent are there synergies between SP5 and other UNCTAD subprogrammes and/or other United Nations system organizations and can these be improved further?
- How efficiently were resources utilized in the delivery of SP5 mandates?
- To what extent could the recent roll out of minimum requirements of results-based management improve the efficiency of SP5?

Impact

- What impact has SP5 had on member States, key stakeholders, in Africa and the categories of countries the Division is focusing on?

Sustainability

- To what extent has SP5 built in sustainability mechanisms into programme design?
- To what extent can the benefits generated through the programme be sustained?
- Did SP5 receive sufficient financial and human resources to adequately meet its objectives and mid and long-term objectives and priorities?

Partnerships (optional)

- How has SP5 advanced or built partnerships with national, regional and international development counterparts, civil society, the United Nations family and/or the private sector?
- To what extent does SP5 communicate with partners in disseminating products, exchanging ideas, good practices, etc.?

Gender and equity

- To what extent are gender and equity issues reflected in SP5?

6. Evaluation methodology

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the terms of reference and the availability of resources and the priorities of stakeholders. The evaluation will be undertaken through a triangulation exercise of data stemming from desk review, structured interviews, as well as other sources to be established by the evaluator team. These could be primary data coming from focus groups, questionnaires, surveys or secondary data stemming from other entities. The evaluation will include a stakeholder analysis aimed at ensuring multiple perspectives with clear views and assessments from both within and outside UNCTAD.

All evaluations of the United Nations system are guided by the principles of human rights and gender equality.⁹ It is important that the evaluation assesses and determines the effects of outcomes and impacts (intended or unintended) in different types of duty bearers and rights holders in disaggregated fashion with special consideration of the ones in the most vulnerable positions.

The evaluation will have the following stages:

- Desk review
- Evaluation design
- Data collection
- Data analysis
- Validation of findings
- Drafting and reporting
- Presentation of findings

In terms of data collection, the evaluation will use both quantitative and qualitative methods with an approach that could include, but will not be limited to the following:

1. A preliminary desk review/content analysis of secondary documents, including UNCTAD mandate, budget fascicles, any performance assessment and evaluation reports; reports of the annual sessions of the Trade and Development Board, the Trade and Development Commission, and other relevant intergovernmental meetings; documents and reports produced SP5, project documents and reports; mission reports; material used for activities; resource-use information; lists of beneficiaries, counterparts and resource persons; existing evaluation reports and feedback (assessments, letters); relevant reports received from other counterparts; SP5 UNDA project evaluation reports; and others;

2. Missions to UNCTAD in Geneva to conduct face-to-face key informant interviews/focus group discussions with UNCTAD staff, representatives of UNCTAD member States, partner institutions and civil society;

3. Missions to selected countries or regions to conduct face-to-face key informant interviews/focus group discussions with relevant partners and stakeholders. Organization of the visit will be decided in consultation with the Evaluation and Monitoring Unit based on the initial study of the available documentary evidence, and taking into account the budgetary provisions for this purpose, and the expectations from SP5 on this evaluation;

⁹ United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluations, available at <http://www.unevaluation.org/document/detail/1616>.

4. Online surveys targeted at different groups of stakeholders, as identified in consultation with programme managers;

5. Follow-up telephone interviews as may be required to clarify responses provided through the online questionnaire;

6. Direct observation of meetings or events organized under the programme of work of SP5 during the period of the evaluation.

The evaluators will further elaborate on the evaluation methodology and evaluation questions in the inception report, determining thereby the exact focus and approach for the exercise, including developing the stakeholder analysis and identifying the sources and methods for data collection in an evaluation matrix. The methodology should align with United Nations Evaluation Group norms and standards.

The sampling strategy (based on the stakeholder analysis) should guarantee the highest degree of representation of the portfolio that the evaluation comprises. It is at the evaluators' discretion as to the actual representative programmes to be included for assessment in the evaluation.

The quality of the evaluation product will depend on the methods used to collect and analyse data. The consultant will consider comments received and will reflect them, as appropriate, without compromising his/her independence and impartiality.

7. Structure of the evaluation team

The evaluation will be conducted by an independent, external evaluation team composed of one professional evaluator (the team leader), a research analyst¹⁰ and two experts (delegates from member States) who are familiar with UNCTAD intergovernmental mandates and programmes, and can bring in the perspectives of donor and beneficiary countries respectively. The evaluation team will work under the methodological guidance of the Evaluation and Monitoring Unit and the team leader may draw upon Evaluation and Monitoring Unit expertise for the evaluation as appropriate.

8. Description of duties

The team leader bears overall responsibility for the evaluation, including:

- Conceptualizing and operationalizing the evaluation, including the presentation of an inception report that includes a detailed workplan, evaluation matrix and stakeholder analysis
- Leading the evaluation team and ensures that each team member is aware of his/her own key roles and responsibilities within the team
- Overseeing and undertaking the systematic data collection, stakeholder consultations and analytical and writing assignments conducted by the team, in accordance with the agreed workplan
- Triangulating data and testing rival explanations
- Leading field missions to conduct interviews with beneficiaries and other relevant stakeholders at the country level, and if feasible, to observe the work of SP5 by attending conferences/seminars/workshops organized by SP5 and draft mission summaries
- Presenting the preliminary findings to UNCTAD management and other counterparts, consider comments received from the audience
- Ensuring the team adheres to the norms, standards and codes of conduct of the United Nations system for evaluations
- Overseeing a timely and high-quality production of the evaluation deliverables in accordance with the processes described in the overall terms of reference
- Sharing ideas, pictures and stories from the evaluation to serve as a communication platform for this evaluation
- Finalizing and presenting the evaluation report to the Working Party
- Keeping the Evaluation and Monitoring Unit informed of progress made in the evaluation on a regular basis

¹⁰ Contingent upon the availability of funding.

The two member State delegates will contribute to the evaluation design, data collection, data analysis, assessments and reporting. The research analyst will support the evaluation team in data collection and analysis as well as logistical and administration support. The evaluation team will be collectively responsible for the completion of the report and its presentation to the Working Party, which commissioned the evaluation. The evaluation team must take full responsibility for the contents of its report and ensure its independence, accuracy, credibility and utility.

The evaluation team should observe the United Nations Evaluation Group guidelines, norms and standards¹¹ for evaluations in the United Nations system, as well as UNCTAD evaluation policy¹² and guidelines, in the conduct of this evaluation.

The experts shall act independently, in line with United Nations Evaluation Group ethical guidelines and in their individual capacities. Members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the subprogramme under evaluation.

9. Deliverables

On the basis of a preliminary desk review and interviews, the evaluation team should submit an inception report that:

- Explicitly and clearly defines the scope of the evaluation: what will and will not be covered, including, for example, the programmes and activities to be included in the evaluation
- Specifies the methods for data collection and analysis, including information on the overall methodological design, sampling strategy and draft interview guides/surveys, as appropriate
- Include a stakeholder analysis aimed at ensuring multiple and diverse perspectives from a wide range of internal and external stakeholders
- Present a clear evaluation matrix that outlines comprehensive and tailored sets of evaluation questions (for different stakeholders) and indicators within the framework of the evaluation criteria, the indicators, source of information and data collection method
- Include the evaluation plan incorporating the key stages of the evaluation process and the evaluation timeline

The final output of the evaluation is a report of strictly no more than 8,300 words, composed of four parts, namely:

- (a) A brief executive summary of important findings and conclusions;
- (b) Introduction and a brief description of SP5 and the evaluation methodology;
- (c) Detailed findings, assessments and conclusions according to the criteria established in section 5 of this document;
- (d) strategic and operational recommendations drawn from the evaluation and assessment.

The report will be accompanied by a supplement (annexes) including supporting materials as well as include case studies from SP5.

In the report, all the assessments made by the evaluation team must be supported by facts, direct or indirect evidence and/or well-substantiated logic. It follows that all the recommendations made by the evaluation team should be supported by the assessments. Each recommendation must fulfil the following criteria:

- Clear link to findings
- Clear and concise formulation
- Clear application domain and specific recommendation targets mentioned (UNCTAD management, programme management, member States, donors, etc.)

¹¹ United Nations Evaluation Group, Norms and standards for evaluation, available at <http://www.unevaluation.org/document/detail/1914>.

¹² UNCTAD, Evaluation policy, available at http://unctad.org/Sections/edm_dir/docs/osg_Evaluation_Policy2011_en.pdf.

- Classified on the basis of priority (i.e. key, important and general)
- Supported by evidence (sources that substantiate findings)¹³

The evaluation team is required to submit a separate list of those interviewed/consulted for the record.

10. Timetable

The evaluation team will be in place as of November 2017 and will submit the inception report on 20 December 2017. The data collection and analysis phase will take place between January and March 2018.

A first draft of the report must be submitted by 23 April 2018 to the Evaluation and Monitoring Unit for quality assurance and relevant stakeholders for verification of factual findings.

The deadline for submission of the final report is 15 May 2018.

The evaluation team will present the report to the Working Party of the Strategic Framework and the Programme Budget at its annual session on technical cooperation and evaluation in September 2018, in Geneva, Switzerland.

11. Management of the evaluation process

Management arrangements

The independent evaluation will be carried out in line with UNCTAD evaluation policy and United Nations Evaluation Group norms and standards. The evaluation team will work closely with the Evaluation and Monitoring Unit.

Evaluation and Monitoring Unit

The evaluation is managed by the Evaluation and Monitoring Unit, which provides quality assurance through the provision of guidelines, formats, assistance and advice during the evaluation process. The Evaluation and Monitoring Unit further ensures that the evaluation conforms to the United Nations Evaluation Group norms and standards. In particular, the Evaluation and Monitoring Unit guides the process of this evaluation, endorses the terms of reference, selects the evaluation team and liaises closely with the team throughout the entire evaluation process. The Evaluation and Monitoring Unit comments on and approves the evaluation methodology and provides methodological support throughout the evaluation. The Evaluation and Monitoring Unit also comments on the draft report, performs the quality assurance of the final report, supports the process of issuing a management response, if needed, and participates in disseminating the final report to stakeholders within and outside of UNCTAD. The Evaluation and Monitoring Unit coordinates the publishing of this report and the evaluation team's presentation of the evaluation results to the Working Party.

Subprogramme 5 management team

The SP5 management team is responsible for overlooking and supporting the evaluation process. SP5 will be responsible for the provision of lists of stakeholders of the evaluation, desk review materials to the evaluation team (within the defined timeline), reviewing the evaluation methodology as captured and providing factual clarifications to the inception report, liaising with counterparts for logistics arrangement for missions and meetings, as well as reviewing the draft report and developing an implementation plan for the evaluation recommendations.

SP5 will provide support to the evaluation team before, during and after the field missions. The required support will include, for example, provision of assistance in setting up meetings with key informants and stakeholders in consultation with the team leader, and supporting in all logistical matters (including local translation, in-country travel), with or without the support of local counterparts.

SP5 and its programme managers will be requested to follow up with stakeholders to ensure their responsiveness to the evaluation team's data collection requests.

¹³ The template evaluation report will include an annexed matrix for evaluation recommendations that will reflect these elements.

The SP5 team will also be responsible for drafting the management response.

Appendix 1

Logical framework of subprogramme 5 for the biennium 2016–2017

Objective of the Organization: To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy

Expected accomplishments of the secretariat

- (a) Greater awareness of and dialogue on policy options to promote African economic development
- (b) Greater awareness of and dialogue on policy options to address development problems of LDCs in the global economy, including those in the process of graduation from the list of LDCs
- (c) Enhanced integration of trade policies and priorities into the national development plans of LDCs
- (d) Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts

Indicators of achievement

- (a) Number of member States indicating the usefulness of UNCTAD research and analysis for the national policymaking process
- (b) Number of member States indicating the usefulness of UNCTAD research and analysis for the national policymaking process
- (c) Number of LDCs that have made progress in enhancing the integration of trade policies and priorities into their national development plans and have implemented the action matrices of the Enhanced Integrated Framework
- (d) Number of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies having benefited from UNCTAD analysis and advisory services and other forms of assistance on achieving structural progress

Appendix 2

Additional background information on subprogramme 5

Justification of the subprogramme, UNCTAD strategy context and main experiences and/or challenges during implementation

The overall mandates for UNCTAD work on Africa, least developed countries, landlocked developing countries and small island developing States emanate from the General Assembly, UNCTAD quadrennial conferences and decennial programmes of action for the various groups of countries and other regionally owned partnership programmes such as the New Partnership for Africa's Development and Agenda 2063 of the African Union. The current work of SP5 is guided by the Nairobi Maafikiano and Nairobi Azimio of the fourteenth session of the United Nations Conference on Trade and Development (UNCTAD XIV), the Sustainable Development Goals, the Istanbul Programme of Action for LDCs for the Decade 2011–2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SAMOA Pathway outcome document for small island developing States. SP5 also has a coordinating role within UNCTAD for the implementation of the various mandates, including for the Enhanced Integrated Framework for trade-related technical assistance.

The ultimate objective of SP5 is to promote the development of national policies and international support measures, which build productive capacities for economic development and poverty reduction in Africa, LDCs and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies), and their progressive and beneficial integration into the global economy. SP5 pursues its broad objective through the three pillars of UNCTAD: research and policy analysis; technical cooperation for capacity-building; and intergovernmental consensus-building. SP5 provides alternative policy approaches to development, thereby adding value to current policy debates. This is done through practical policy recommendations and the implementation of sectoral or thematic technical cooperation and capacity-building activities aimed at assisting countries in mainstreaming trade and other development policies into their national development strategies.

SP5 is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. In order to attain its key objective, SP5 primarily focuses on identifying key trade and development challenges facing Africa, LDCs, small island developing States and landlocked developing countries; assisting the groups of countries covered by the Division to achieve the Sustainable Development Goals and implement priorities identified in international programmes of action; articulating policy recommendations for action at the national, regional and global levels, particularly those geared towards building productive capacities and transforming economies; formulating and implementing key projects to address the gaps and limitations identified in beneficiary countries; and promoting understanding of the economic development problems facing Africa, LDCs, small island developing States and landlocked developing countries, with a view to triggering international action to address their development needs. The technical cooperation and capacity-building work of SP5 focuses on building capacities of countries to enhance national policy formulation and implementation; build resilience to shocks; strengthen linkages between trade and poverty; and better integrate into the global trading system.

Overcoming the constraints on development imposed by geography has been an important aspect of SP5 activities on landlocked developing countries. In this regard, the work of SP5 has been informed by the finding that effectively addressing the development challenges of landlocked developing countries requires developing their productive capacities and transforming their economies rather than focusing solely on their geographical disadvantage.

SP5 also supports LDCs in making better use of duty-free and quota-free market access initiatives and in promoting the adoption of simple and transparent rules of origin. Furthermore, SP5 supports LDCs through participation in and delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade initiative.

Promoting support to the resilience-building efforts of small island developing States has been the main agenda of UNCTAD for small island developing States, with a particular focus on those facing the challenge of graduation from LDC status. The UNCTAD approach to instilling systemic change toward small island developing States status and small island developing States treatment has been two-pronged. It has involved encouraging the adoption of criteria for identifying small island developing States; and

identifying the modalities of special treatment that would respond to the most pressing needs of small island developing States. This work has gained significant momentum over the past decade, particularly since 2013.

Trade and Poverty Branch

Many countries in Africa, LDCs, landlocked developing countries and small island developing States have benefited from the research and capacity-building activities undertaken in the context of SP5. For example, work on fisheries trade provided practical training to participating countries on how to upgrade and diversify fisheries exports. In addition, work on landlocked developing countries addressed the challenges facing these countries in diversifying their economies and taking advantage of global and regional value chains.

The Branch has also provided valuable support to small island developing States on building resilience to shocks and to several LDCs on their road to graduation from LDC status. Through its research and technical cooperation work on trade and poverty issues, the Branch made important contributions to the development of poor and vulnerable developing countries by identifying mechanisms through which these countries could strengthen linkages between trade and poverty to achieve the Sustainable Development Goals.

In the context of the Enhanced Integrated Framework programme, the Branch completed diagnostic trade integration study updates in seven LDCs and implemented two mainstreaming projects and a tier 2 project in selected LDCs. In addition, it has developed a market access and rules of origin technical assistance programme in relation to Sustainable Development Goals target 17.11 on the implementation of duty-free and quota-free market access for all LDCs with simple and transparent rules of origin. This activity, together with assistance provided on geographical indications for LDCs, has leveraged additional funds from donors and attracted a number of requests for further assistance from LDC beneficiaries. The activities carried out in the area of market access and rules of origin have been instrumental in securing consensus on the WTO decision on preferential rules of origin in favour of LDCs agreed at the WTO Ministerial Conference in 2015. This ministerial decision has generated intergovernmental action and follow-up activities for the implementation of target 17.11.

Some of the lessons learned from analytical and operational activities implemented in beneficiary countries covered by the Branch include the following:

- (a) The trade and development challenges facing poor and vulnerable developing countries are many, interactive and complex. Addressing them requires robust engagement and concerted efforts by the countries themselves, their development and trading partners, and various United Nations system agencies and other international organizations;
- (b) When and where national institutions actively participate and contribute to the implementation of technical cooperation activities, the outcomes of interventions are visible, substantive and long lasting;
- (c) In countries where institutions and human resources are relatively better, there is a higher likelihood of implementing policy recommendations from the research and policy analysis work of the Branch;
- (d) Ensuring the continuity and sustainability of capacity-building projects and programmes depends on the availability of predictable financial resources and ownership capacities of beneficiary countries.

The two main challenges facing the Branch are the increasing demand for assistance by different groups of countries and paucity of resources (both regular and extrabudgetary) available for SP5 to respond to these requests from member States. ALDC is the smallest division in UNCTAD, despite the large number of countries it deals with. The UNCTAD LDC Trust Fund, which is an important vehicle for initiating, designing and implementing technical cooperation and capacity-building activities in LDCs, has not been replenished in recent years. Other challenges facing the Branch include a shortage or lack of necessary data and statistical information; and limited representation of countries covered by SP5 in the deliberative work of the Branch.

Research and Policy Analysis Branch

The Research and Policy Analysis Branch work on LDCs and Africa examines LDC and African economic development from a global context and derives policy recommendations that could help these

countries undertake necessary structural transformation, to build consensus at the international level on the challenges facing these two country groupings and to assist in the mobilization of international support measures to promote economic development.

Paragraph 10 of the Nairobi Maafikiano calls for UNCTAD to strengthen its special focus on the trade and development needs of LDCs across all areas of its mandate and to continue to support Africa to address its special concerns and needs.

The annual flagship reports, EDAR and the LDC Report, analyse policy research questions relating to Africa and LDC economic development and formulate concrete policy recommendations for policymakers and stakeholders.

The Branch collaborates with leading African and LDC-based institutions, United Nations entities and various African think tanks. These partnerships have enabled the Branch to build synergies, avoid duplication of efforts and increase global understanding of the development challenges of the continent.

The Branch also conducts, on an ad-hoc basis, advisory missions to African and LDC countries at the request of member States and/or regional institutions. Capacity-building activities take place through the holding of training courses, seminars and substantive participation in panel discussions.

The Branch also contributes to joint outputs such as the contribution to the New Partnership for Africa's Development, a consolidated report of the Secretary-General on progress in implementation and international support; and the contribution to the report of the Secretary-General on causes of conflict and the promotion of durable peace and sustainable development in Africa (annual submission to the United Nations Office of the Special Adviser on Africa).

The key stakeholders reside in Africa i.e. member States of the African Union and the New Partnership for Africa's Development, as well as LDCs. The Branch receives regular requests from member States for turning research and policy analysis into training packages or policy proposals adapted to national and regional entity needs. Whenever possible, the Branch attempts to accommodate these requests, but human and financial constraints seriously limit the response.

Trade and Poverty Branch

The Branch works with other UNCTAD Divisions in the implementation of its activities. Within UNCTAD, various technical cooperation and capacity-building programmes, including in the context of the Enhanced Integrated Framework, have been implemented jointly with other divisions of UNCTAD. Several of these activities have also been implemented in the framework of the Inter-agency Cluster on Trade and Productive Capacity. Some of the areas where SP5 has collaborated with other divisions at UNCTAD include implementation of a Development Account project on trade mainstreaming in LDCs, which led to the publication of a manual on trade mainstreaming in LDCs; preparation of diagnostic trade integration studies; work on investment guides; projects on fisheries and productive capacities; activities on graduation from LDC status; and activities on trade facilitation for landlocked developing countries and other trade-related technical assistance.

The activities of the Branch are directly related to several Sustainable Development Goals, as most of the countries covered by SP5 are characterized by wide-spread poverty, structural weakness and vulnerability to shocks. That said, the Goals that are directly relevant are Goals 1, 8, 9, 10, 14 and 17.

Research and Policy Analysis Branch

The Branch aims to support the continent towards implementing the Sustainable Development Goals which are also tied to the African Union's 50-year development agenda, Vision 2063, thus making the implementation of the Sustainable Development Goals consistent with the continent's agenda.

The headline of the newly adopted 2030 Agenda for Sustainable Development and the Sustainable Development Goals is a global commitment to eradicate poverty by 2030. The LDCs are the battleground on which the 2030 Agenda will be won or lost. This is where shortfalls from the Goals targets are greatest, where improvement has been slowest and where the barriers to further progress are highest. The Goals that are mostly relevant to the work of the Branch are 1, 2, 5, 7, 8, 9, 10, 12, 14 and 17.

The Branch has developed a programme of collaborative research, networking and advocacy on the Sustainable Development Goals and Agenda 2063 aimed primarily at Africa and LDCs. Meeting these ambitious goals requires coordinated action across United Nations entities, local capacity and diligence.

The Branch has identified policies, tools and practices that enhance UNCTAD efforts to deliver on the Sustainable Development Goals. For example, the Branch contributed to two training workshops on trade in services negotiations for Continental Free Trade Area negotiators of the African Union, held in Benin and Nairobi during 2015, using EDAR 2015.

The nature of the work varies by topic, but in general has involved some coordination and collaboration with the following external entities in recent years: United Nations ECA, UNIDO, ITC, OSAA, UNWTO, UNCDF, Commonwealth Secretariat and WTO.

Internally, the Branch has worked particularly closely with DITC and GDS in delivering the two flagship reports. The Branch has cooperated regularly with DTL in the context of their Paragraph 166 training modules for LDCs and African countries.

Ongoing challenges are principally about a lack of available financial and human resources. Currently, the Branch is underresourced in terms of labour and finance for disseminating the results of the research undertaken to policymakers in the field.

A full list of the project donor and recipient countries and organizations will be provided to the evaluation team with the desk review documents.

Annex III

List of documents reviewed

- CIO Monthly Monitor February 2017 (UNCTAD)
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 Programme provisoire: Élaboration de la politique nationale de développement du commerce
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 National training and capacity-building workshop on policies and strategies to upgrade and diversify the fish exports of Mozambique
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 Programme: UNCTAD fisheries manual validation workshop and training fishermen and women of Uganda in sanitary and phytosanitary standards
 Programme: Atelier de validation de la mise à jour de l'Étude Diagnostique sur l'Intégration du Commerce au Mali
 Principales recommandations: Atelier de validation de la mise à jour de l'EDIC du Mali
 Report: Renforcement des capacités productives et commerciales du Benin
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Publication: Why geographical indications for least developed countries? (UNCTAD)

Timetable: Special event on ways and means of facilitating the participation of landlocked developing countries in regional and global commodity value chains: Challenges, opportunities and the way forward

Presentation: Commodities and landlocked developing countries – Implications for post-Almaty PoA (UNCTAD)

Programme: Welcome by Ms. Marion Williams, Ambassador, Permanent Mission of Barbados to the United Nations Office and other international organizations at Geneva

Programme invitation: Achieving sustainability in the face of vulnerability

Summary: Brainstorming meeting with experts on building productive capacities in structurally weak developing countries (UNCTAD)

Programme: Expert group meeting for LDCs on the preparation for the World Trade Organization Ministerial Conference, Bali, Indonesia (UNCTAD)

Trade and Development Commission, Expert Meeting on the Ways and Means of Improving the Implementation of Priority Areas Agreed in the Istanbul Programme of Action, TD/B/C.I/EM.9/1 (UNCTAD)

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Making geographic indications work for rural communities in selected Asian countries
Fisheries exports and the development of LDCs: Bangladesh, Cambodia, the Comoros, Mozambique, Myanmar and Uganda
The experience of UNCTAD in assisting rural communities in LDCs on geographic indications
Africa Continental Free Trade Area: Invitations to various meetings
Economic and Social Council resolution on repositioning the United Nations Development System to deliver on the 2030 Agenda, A/72/684
UNCTAD and UNECA concept note for the 11th tranche of the Development Account
Concept note for the Ethiopia diagnostic trade integration study
Ethiopia: Diagnostic Trade Integration Study
High-level policy dialogue: Leveraging diaspora resources for growth and structural transformation of the Ethiopian economy
United Nations Development Assistance Framework for Ethiopia, 2010
United Nations Evaluation Group: Integrating human rights and gender equality – towards United Nations Evaluation Group guidance

Annex IV

Interview and survey protocols

The following interview protocols for in-person or telephonic interviews are preliminary, and they would continue to be revised on the basis of both further desk review and responses received from interviewees, i.e. interview protocols would be updated to probe issues that appear more relevant and necessary. Also, time constraints imposed by interviewee availability and the length of field missions are likely to result in selected subsets of questions being used for each group of interviewees.

A. Questions for UNCTAD staff

1. In what role/capacity are you associated with SP5? For how long?
2. How relevant are the projects, activities and outputs of SP5 in terms of fulfilling the mandates of UNCTAD? What is the best evidence?
3. What do you consider to be the main results SP5 has obtained through its work? (Break it down by time and country)
4. Is there any evidence on use of SP5 inputs in policy instruments adopted by member States?
5. Do you see any long-term impact of SP5? Please describe.
6. What are the strengths and weaknesses of SP5, compared to providers of technical assistance in the same field?
7. What are SP5's areas of comparative advantage and value add in terms of contributing to global, regional and national policy processes and capacity-building?
8. To what extent do the programmes actually meet the needs identified in various project documents?
9. How do you ensure that the projects have been implemented in an efficient and cost-effective way and that inputs are converted to outputs in a timely and cost-effective manner? Were there any delays and cost overruns in implementing projects?
10. Did SP5/your branch receive sufficient financial and human resources to adequately meet its objectives and mid and long-term objectives and priorities?
11. Are there synergies between SP5 and other UNCTAD subprogrammes and/or other United Nations system organizations, and how can these be improved further?
12. To what extent do you work with staff from partner organizations and other providers of technical assistance in the field of SP5, including the United Nations system, academia and other international organizations?
13. How would you characterize your cooperation with partner organizations? Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
14. To what extent can the benefits generated through the programme be sustained? Has SP5 built in any sustainability mechanisms into programme design?
15. How and to what extent do the projects incorporate human rights and gender dimensions?
16. How satisfied are you with HRG-related efforts? What could be done differently?
17. What are the internal and external factors that have facilitated and/or impeded achievement of SP5 results? What steps have you undertaken to analyse, manage and mitigate risks?
18. How satisfied are you with SP5 monitoring and evaluation systems? What could be done differently?

B. Questions for representatives of donors and partner organizations

1. What type of cooperation and interaction have you experienced between your organization and the SP5 projects of UNCTAD since 2014?
2. Which lessons learned could be drawn from this experience?
3. Which services or products that the SP5 providers are you aware of?
4. Do you know of other providers of the type of assistance SP5 provides?
5. In your opinion, what makes SP5 assistance unique? What are their strengths? What do you see as the main added value provided by them?
6. In your view, how could SP5 improve their products and services?

7. Is SP5 contributing to improved harmonization among providers in the field of trade and development research? How?
8. In your opinion, have SP5 projects effectively contributed to improved trade and development in Africa and LDCs? How and to what extent?
9. Which other factors have contributed to an improved trade and development in Africa and LDCs?
10. Would you say that SP5 has effectively contributed to human rights, Sustainable Development Goals and the principle of leaving no one behind? What are the research and capacity gaps at this level?

C. Questions for country counterparts and beneficiaries

1. Which services or products that SP5 provides are you aware of? What type of assistance has SP5 provided to your country? Which of these services have you and/or your teams used?
2. How satisfied have you been with the assistance provided by SP5?
3. Has technical assistance been provided according to your needs? Were you part of the definition of the projects' activities?
4. Do you see any long-term effects of the assistance provided by SP5?
5. In your opinion, has SP5 effectively contributed to improved local capacity?
6. Have the projects in SP5 contributed to making your country's capacity-building more effective? Why or why not?
7. Which other factors have contributed to an improved trade and development in your country?
8. Do you know of other providers of the type of assistance provided by SP5?
9. In your opinion, what makes SP5 assistance unique? What are their strengths? What do you see as the main added value provided by them?
10. How could SP5 projects improve their services and products?
11. How do you and your team ensure that capacity-building efforts adhere to human and gender rights standards envisaged under international frameworks?
12. Have the projects in SP5 contributed to knowledge on the situation and needs of women and men and excluded groups in trade and development sectors?
13. What steps have you undertaken to ensure long-term sustainability of the capacity built under this programme?
14. Hypothetically speaking, if SP5 support were to be withdrawn, what effect(s) would you foresee on trade and development in your jurisdiction? What could/would you do to negate these effects?

Survey questionnaire

Survey questions are available at: https://www.surveymonkey.com/r/Preview/?sm=Mv_2B MnbMVOV57V_2B8iVkJnHX4ojADozvfuOJKnJtOA8xibrNy6Sz6qxXRCcRHKM_2FIF

Annex V**Downloads of flagship publications as at December 2017**

	<i>English</i>	<i>French</i>	<i>Spanish</i>	<i>Russian</i>	<i>Arabic</i>	<i>Chinese</i>	<i>Total</i>
2013 flagship reports							
Trade and Development Report (TDR) 2013	63 115	5 598	11 715	22 860	11 121	453	114 862
TDR Overview 2013	13 048	5 119	10 383	18 509	17 212	9 795	74 066
World Investment Report (WIR) 2013	312 908						312 908
WIR Overview 2013	21 450	37 248	31 101	39 230	17 077	15 903	162 009
LDC Report 2013	33 766	9 872					43 638
LDC Overview 2013	4 968	2 215	2 290	7 632	1 183	914	19 202
EDAR 2013	44 389	59 028					103 417
Review of Maritime Transport 2013	112 830	7 630	7 247	5 634	3 409	1 713	138 463
Information Economy Report (IER) 2013	25 703	559	574				26 836
IER Overview 2013	2 570	1 678	1 923	2 512	311	390	9 384
Technology and Innovation Report (TIR) 2012	17 588						17 588
TIR Overview 2012	4 451	1 791	4 534	5 202	988	329	17 295
2014 flagship reports							
TDR 2014	35 648	2 285	3 165	15 655	3 620	8 256	68 629
TDR Overview 2014	16 069	12 159	11 055	12 043	13 470	8 457	73 253
WIR 2014	216 462						216 462
WIR Overview 2014	59 008	22 969	31 048	38 376	13 110	14 476	178 987
LDC Report 2014	28 875	2 653	1 767				33 295
LDC Overview 2014	3 343	3 336	1 424	955	497	262	9 817
EDAR 2014	38 045	43 592					81 637
Review of Maritime Transport 2014	81 974	20 267	22 071	4 652	498	1 223	130 685
2015 flagship reports							
TDR 2015	24 528	338	464	6 987	185	634	33 136
TDR Overview 2015	1 936	1 397	1 113	3 821	660	453	9 380
WIR 2015	1 165 975						1 165 975
WIR Overview 2015	15 041	12 278	9 411	18 322	1 676	4 208	60 936
LDC 2015	14 744	585					15 329
LDC Report Overview 2015	8 879	1 756	641	1 539	231	266	13 312
EDAR 2015	28 606	17 431					46 037
Review of Maritime Transport 2015	105 575	7 266	8 644	2 572	507	1 317	125 881
IER 2015	46 057	2 853	5 679				54 589

IER Overview 2015	6 434	2 570	2 335	2 030	667	1 472	15 508
TIR 2015	8 911						8 911
TIR Overview 2015	676		790	295			1 761
2016 flagship reports							
TDR 2016	28 527	246					28 773
TDR Overview 2016	6 204						6 204
WIR 2016	151 659						151 659
WIR Overview 2016	17 309	11 139	9 138	15 530	439	2 047	55 602
LDC Report 2016	12 938		184				13 122
LDC Report Overview 2016	3 471	1 169	920	565	388	635	7 148
EDAR 2016	22 924	8 121					31 045
Review of Maritime Transport 2016	80 879	761	553	465			82 658
2017 flagship reports							
TDR 2017	11 921						11 921
TDR Overview 2017	757	776	627	239	97	227	2 723
WIR 2017	44 036						44 036
WIR Overview 2017	2 349	1 543	1 973	232	101	90	6 288
LDC Report 2017							0
LDC Overview 2017							0
EDAR 2017	3 716	900					4 616
Review of Maritime Transport 2017	8 377						8 377
IER 2017	9 619						9 619
IER Overview 2017	1 519						1 519
Commodities and Development Report 2017							0
Commodities and Development Report Overview 2017	1 519						1 519
TIR 2015							0
TIR Overview 2015							0

Notes: Number of downloads is measured through webtrends visits data. Number of downloads is the number of visits that accessed a specific file, whereby a visit starts when a visitor views their first page on the server and ends when the visitor leaves the site or remains idle beyond 30 minutes.

The data does not include individual chapter, annex or table downloads, but includes electronic publications.

Annex VI

Anecdotal evidence triangulated from other project document sources

Figure VI.1

Letter from the African Union Commission with regard to assistance on geographic indications within the Continental Free Trade Area process

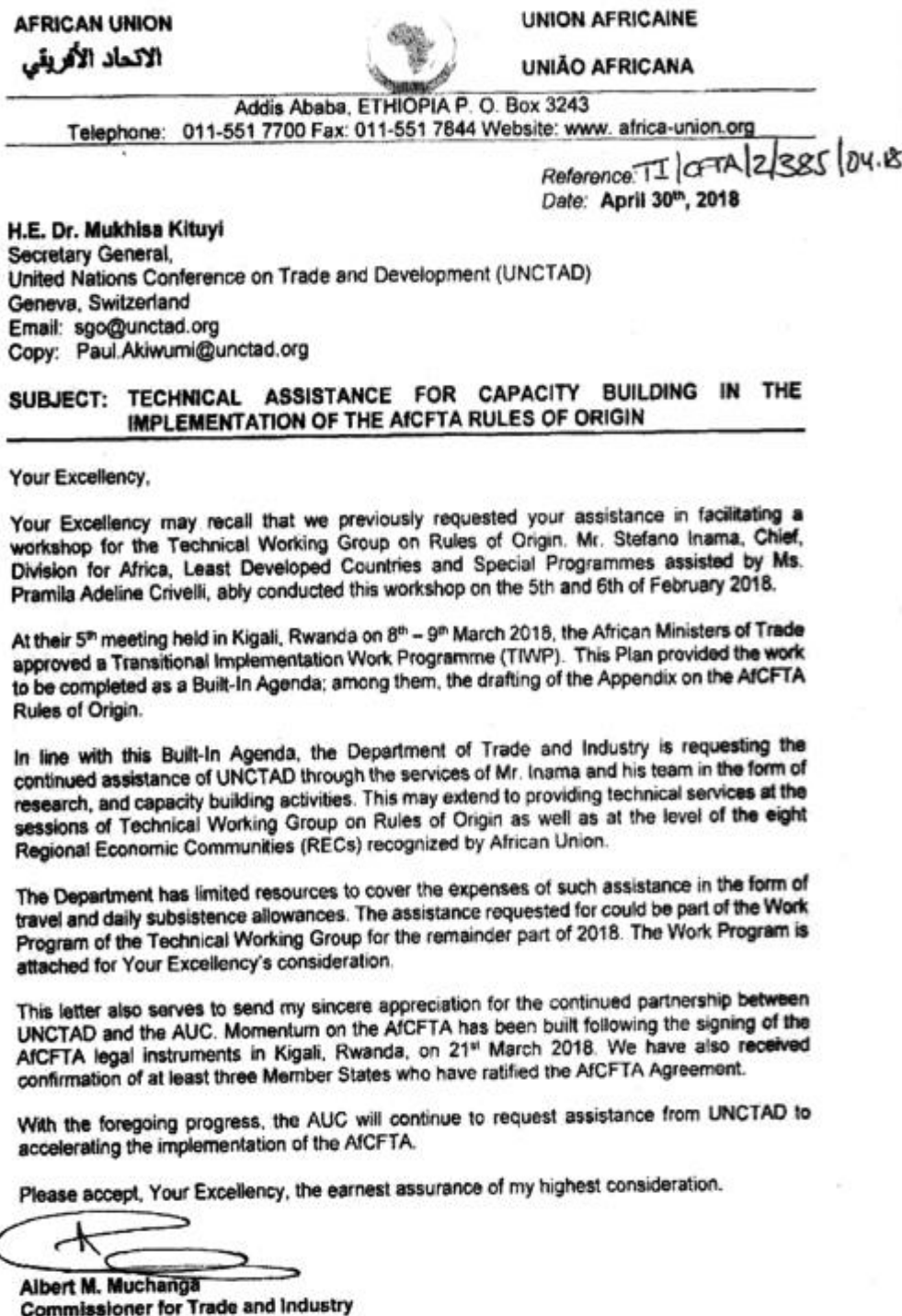


Figure VI.2
Sample letter acknowledging contribution to trade policy at the country level

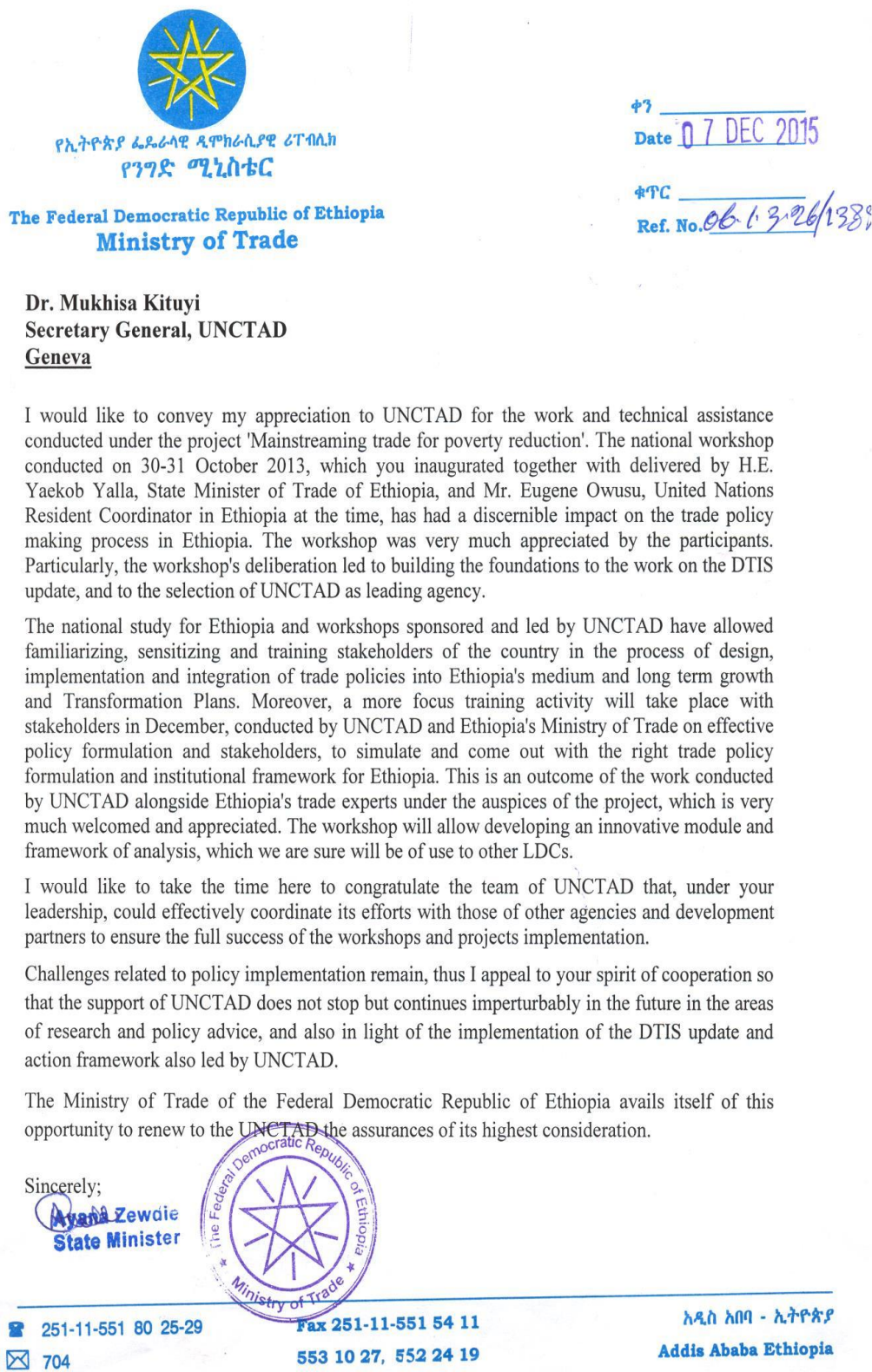


Figure VI.3

Extract from a letter acknowledging contribution to deliberations of the Economic and Social Council

The rich discussions to which you have contributed will inform the 2017 Special Meeting of ECOSOC on the same theme, to be held on 31 May 2017, at UN Headquarters in New York. Together with the outcome of the forthcoming expert group meeting on agro-industry and agriculture in Victoria Falls, Zimbabwe (24-26 April), these two preparatory meetings lay the ground for the launch of concrete initiatives to address infrastructure, industrialization and innovation.

Figure VI.4

Extract showcasing partnership efforts and successes

I would like to express my sincere gratitude to you for UNCTAD's active participation in the High-Level Follow-up Meeting to the Second United Nations Conference on the landlocked developing countries (LLDCs) in Livingstone, Zambia from 2 to 4 June 2015. The High-Level Follow-up Meeting to the Second United Nations Conference on the LLDCs was a great success and it adopted a forward looking Livingstone Call for Action for the accelerated implementation of the Vienna Programme of Action (VPoA). The Livingstone Call for Action is available for download on the OHRLLS website.

Your opening statement and the substantive inputs made by your staff at the meeting were well received by participants and contributed to making the event a resounding success.

Your continued support and cooperation with my office is very much appreciated during the implementation of the Vienna Programme of Action.

Figure VI.5

Extract showcasing partnership opportunities and challenges

Participants stated that UN agencies can enhance their collaboration in several areas: First, identifying development priorities and needs of structurally weak and vulnerable developing countries in productive capacity development; second, applying the existing analytical framework on developing productive capacities at the country-level to assist these countries in developing their productive capacities; third, undertaking a joint research on the role of sectoral policies (industry, agriculture, services, etc) and sharing knowledge and information on Science, Technology and Innovation (STI), among others. These areas can include specific actions such as developing a catalogue of best practices, preparing joint research projects on productive capacities and applying the productive capacities index (PCI) in policy formulation and implementation.

Annex VII

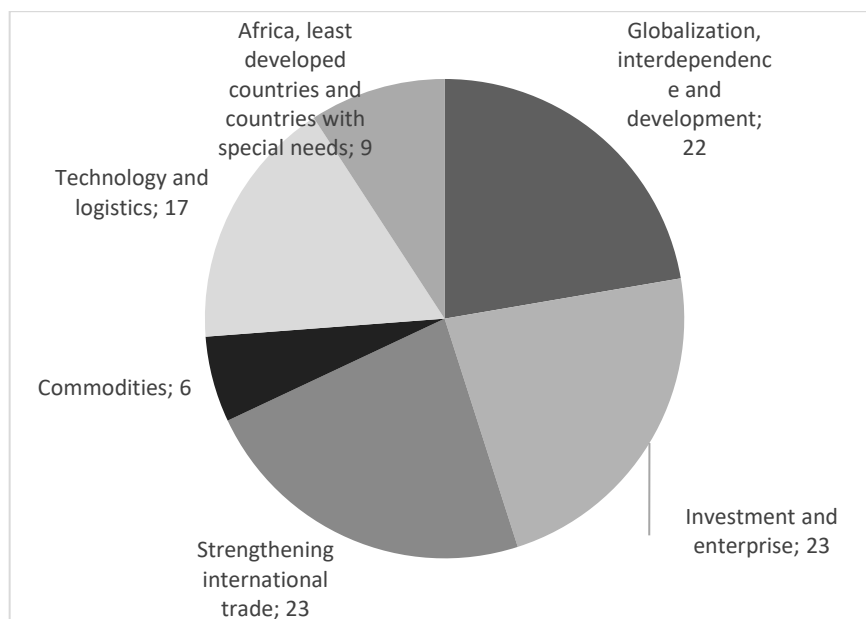
Supplementary information on subprogramme 5

Table VII.1
Technical cooperation expenditures
 (Thousands of dollars)

I. Capacity-building on trade negotiations and commercial diplomacy	2 737	666	825	1 460	777	992	813	224	8 494
II. Trade analysis capacities and information systems	387	324	154	165	503	971	861	751	4 116
III. Trade environment and development	983	1 071	950	750	522	470	912	1 049	6 707
IV. Competition policy and consumer protection	1 231	1 274	1 178	1 494	572	1 224	1 653	1 902	10 528
V. Commodity sector development and poverty reduction	1 140	1 397	270	202	34	153	417	657	4 270
VI. Foreign direct investment trends and issues	470	485	888	1 202	1 619	1 265	826	669	7 424
VII. Investment policies	2 091	1 093	897	811	695	677	196	92	6 552
VIII. Investment facilitation	785	2 288	2 461	2 482	2 308	2 226	4 098	3 984	20 632
IX. Enterprise development	1 816	1 784	327	270	871	534	340	384	6 326
X. Globalization and development strategies	753	1 115	1 553	1 283	1 693	2 302	1 057	1 191	10 947
XI. Strengthening debt management capacity of developing countries	4 738	5 866	5 939	6 654	5 853	5 134	4 478	4 365	43 027
XII. Transport and trade facilitation	15 058	14 762	16 010	17 944	18 359	18 052	19 717	20 373	140 275
XIII. ICT policies and applications for development	321	439	366	811	646	602	811	1 236	5 232
XIV. Cross-divisional training and capacity-building	2 415	1,914	935	1 125	691	788	545	671	9 084
XV. Science, technology and innovation	356	352	174	360	749	780	253	46	3 070
XVI. Productive capacities in the LDCs, landlocked developing countries, small island developing States, etc.	892	941	595	195	520	234	194	155	3 726
XVII. Strengthening trade mainstreaming in the context of the Enhanced Integrated Framework	678	438	621	844	827	1 126	861	585	5 980
XVIII. Executive direction and management and support services	2 348	2 862	2 168	2 408	1 542	2 027	1 062	1 753	16 170
Total	39 199	39 071	36 311	40 460	38 781	39 557	39 094	40 087	312 560

Source: UNCTAD RMS.

Figure VII.1
Share of Division on Africa, Least Developed Countries and Special Programmes in extrabudgetary technical cooperation expenditures, 2013–2017



Source: UNCTAD RMS.

Figure VII.2
Survey respondents' intervention recommendations for subprogramme 5



Annex VIII

Supplementary information on subprogramme 5: Figures and tables

Figure VIII.1
Annual donor contributions to the Division on Africa, Least Developed Countries and Special Programmes
 (Thousands of dollars)

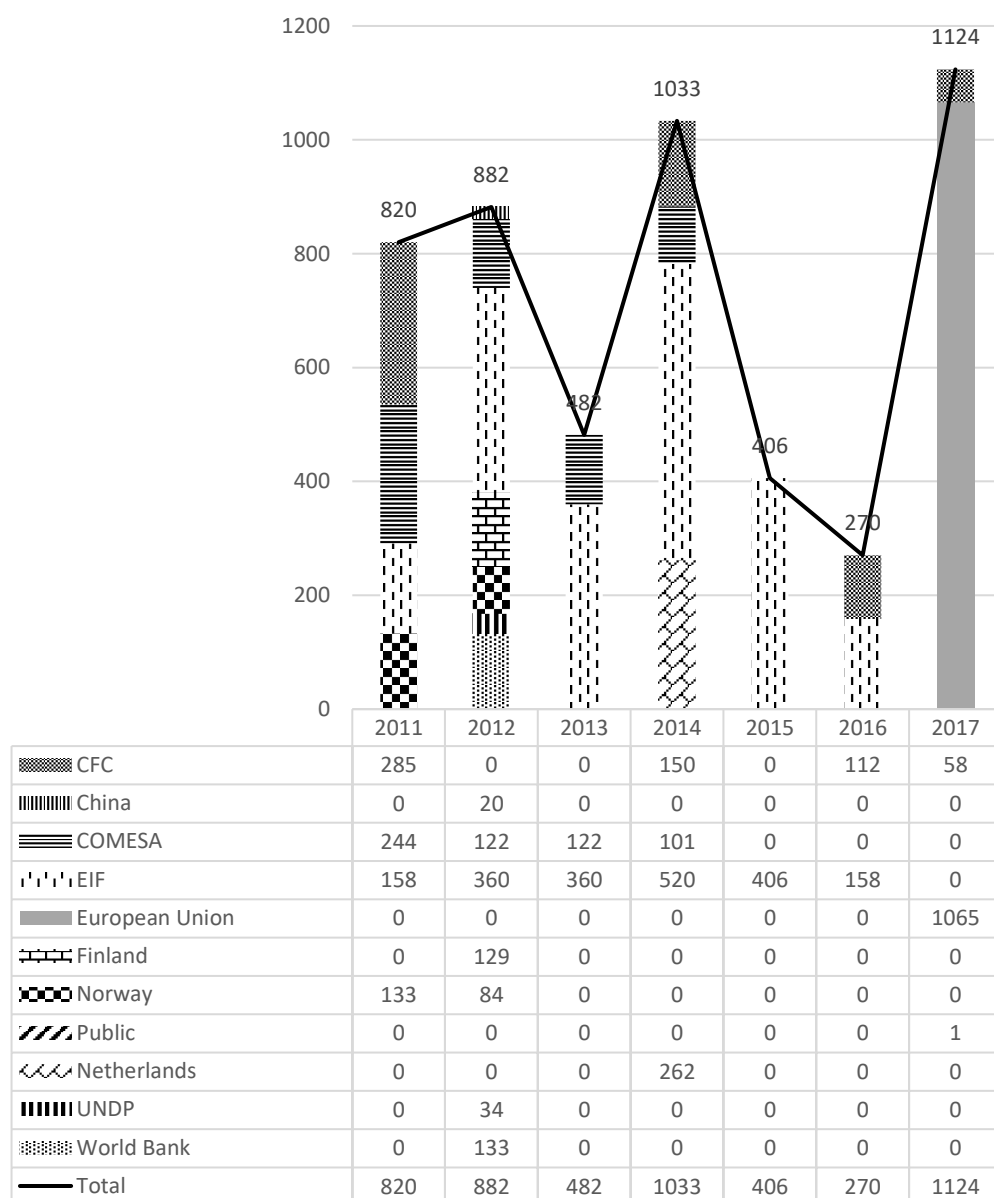


Figure VIII.2
Theory of change

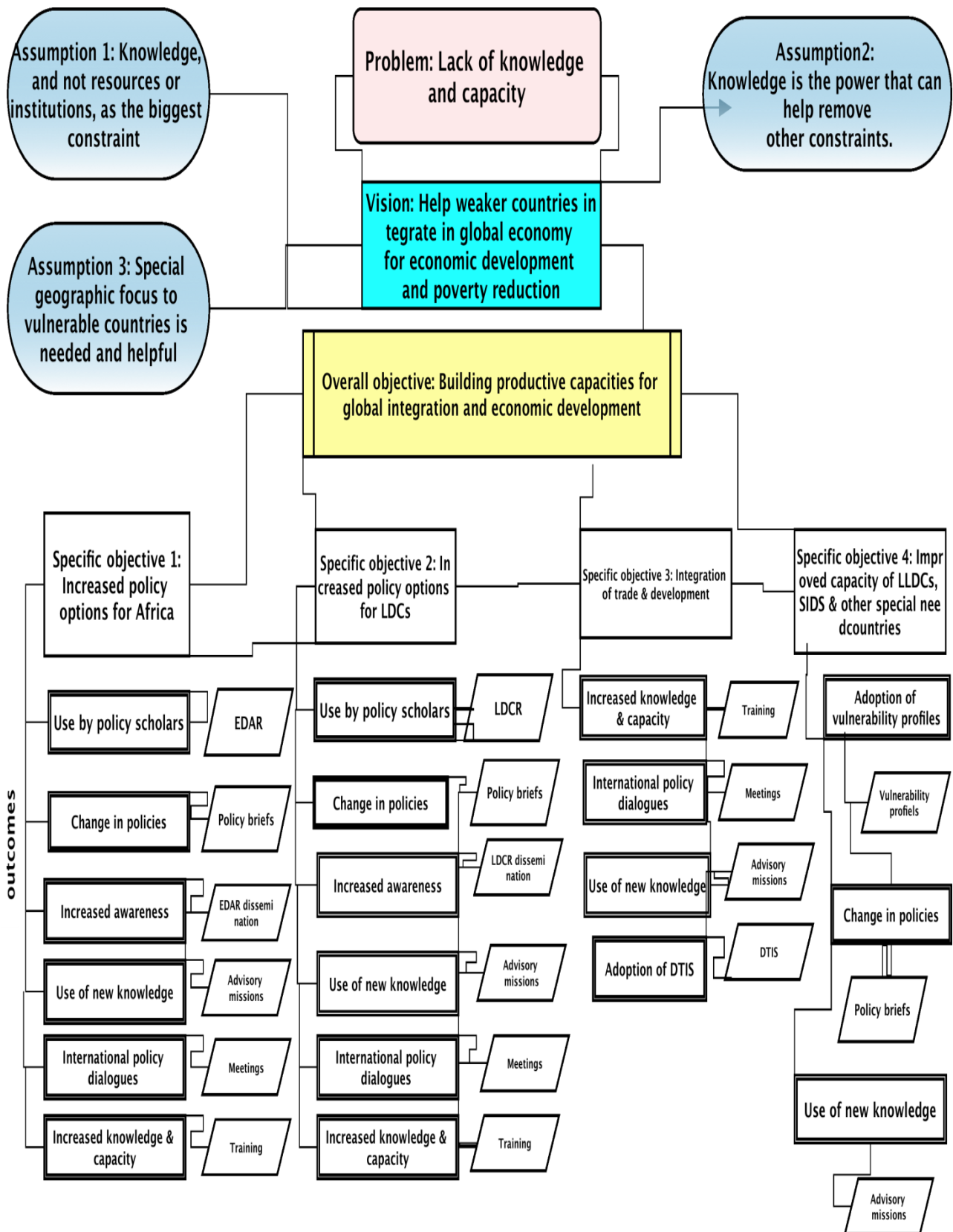


Figure VIII.3
Survey respondents' self-identified association with subprogramme 5

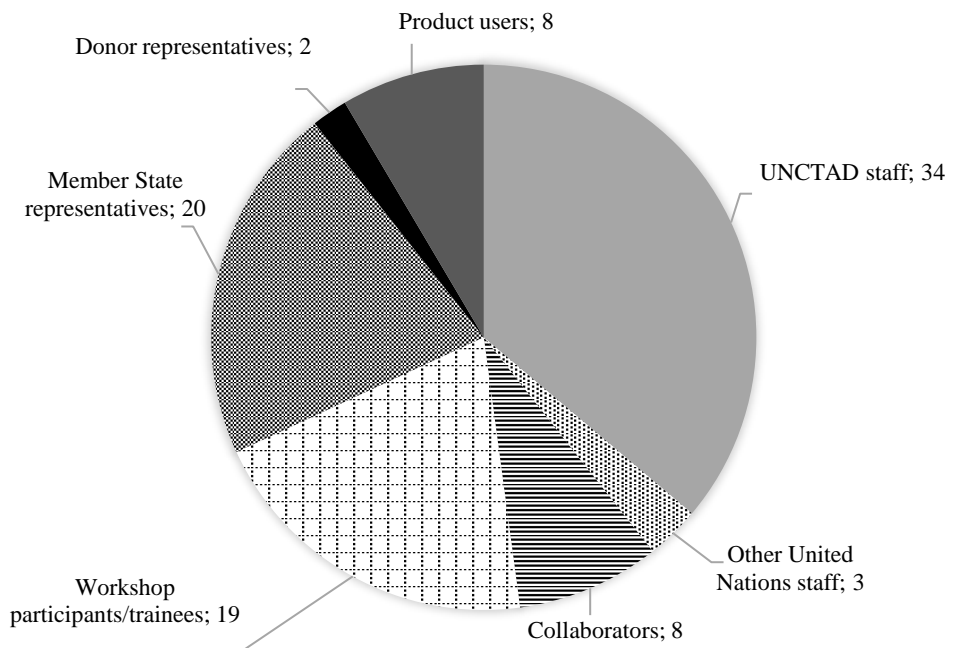


Figure VIII.4
Country needs assessments by survey respondents

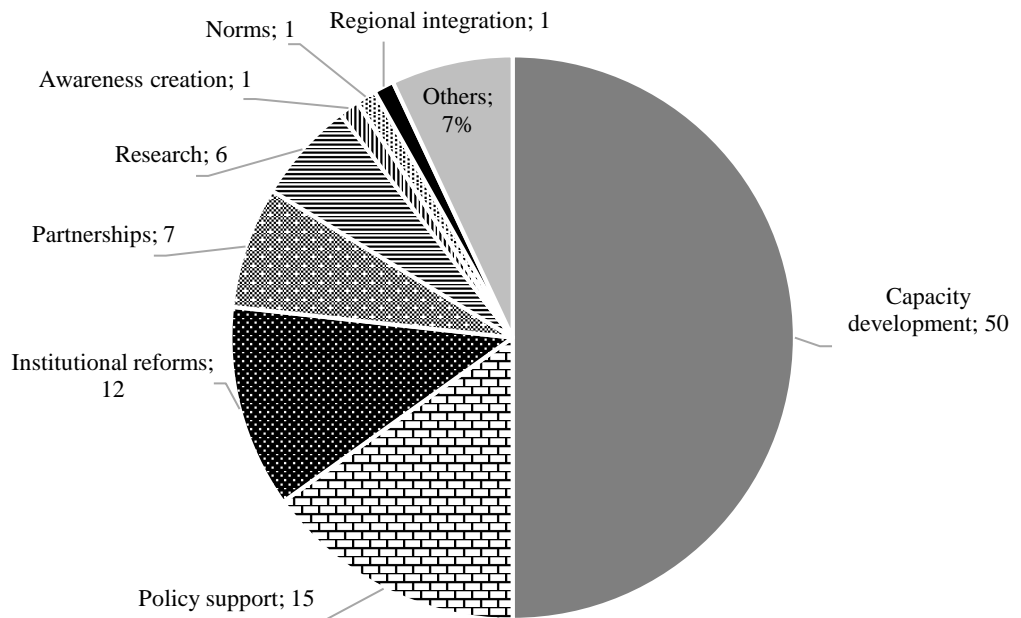


Table VIII.1
Outputs and human resources by division, 2017

	ALDC		DGDS		DIAE		DITC		DTL	
	Programmed	Actual	Programmed	Actual	Programmed	Actual	Programmed	Actual	Programmed	Actual
Substantive servicing of meetings	21	21	38	38	74	74	60	66	24	29
Parliamentary documentation	17	19	21	22	13	17	17	18	20	23
Expert groups, rapporteurs, depository services	8	9	8	8	14	14	9	9	7	7
Recurrent publications	6	6	4	4	10	15	36	39	4	4
Non-recurrent publications	5	6	19	19	40	45	21	22	13	21
Other substantive activities	43	45	174	186	135	138	135	143	100	115
Advisory services	30	30	52	57	109	115	52	57	15	16
Training courses, seminars and workshops	10	30	81	84	75	111	80	84	48	50
Field projects			33	33	12	12	22	22	61	82
Conference services, administration, oversight			3	3						
Total outputs	140	166	433	454	482	541	432	460	292	347
Self-reported work months per IMDIS		405		1 181		1 321		735		939
Staff (Source: UNCTAD HRMS)										
Professional and over		25		48		61		57		101
General service		7		26		18		26		16
Permanent		32		74		79		83		117
Consultant		45		49		114		110		84
Total staff		77		123		193		193		201
Adjusted total staff		43.25		86.25		107.5		110.5		138
Self-reported work months/adjusted total staff		9.4		13.7		12.3		6.7		6.8
Lower bound (-10 per cent)		8.4		12.3		11.1		6.0		6.1
Upper bound (10 per cent)		10.3		15.1		13.5		7.3		7.5

Note: ATS assumes that consultants work on average three months per year.

Figure VIII.5
Perceived usefulness of subprogramme 5 research products, including flagship publications

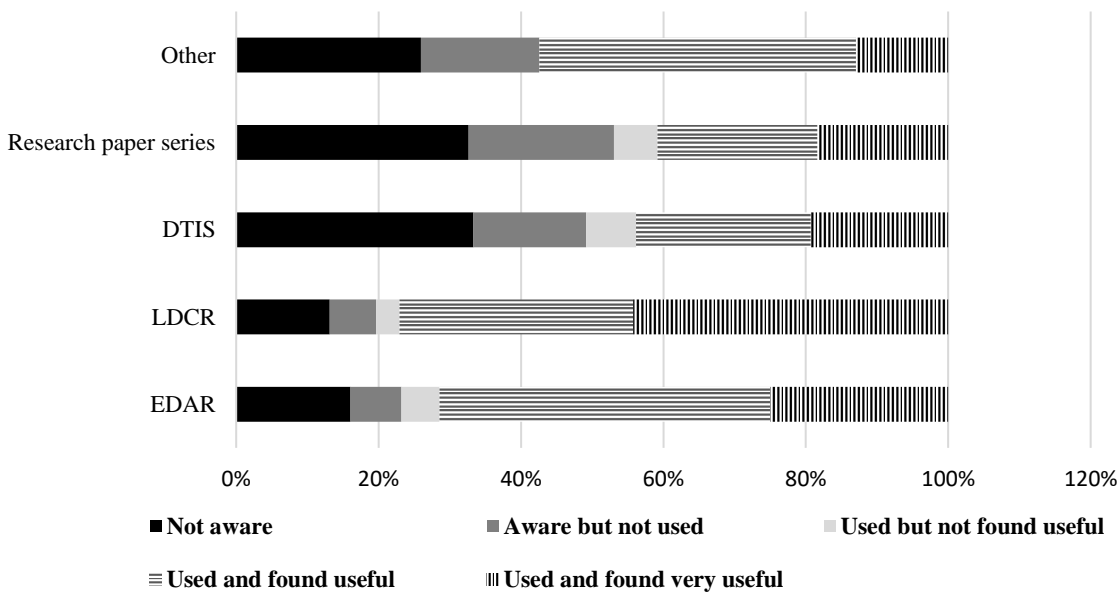
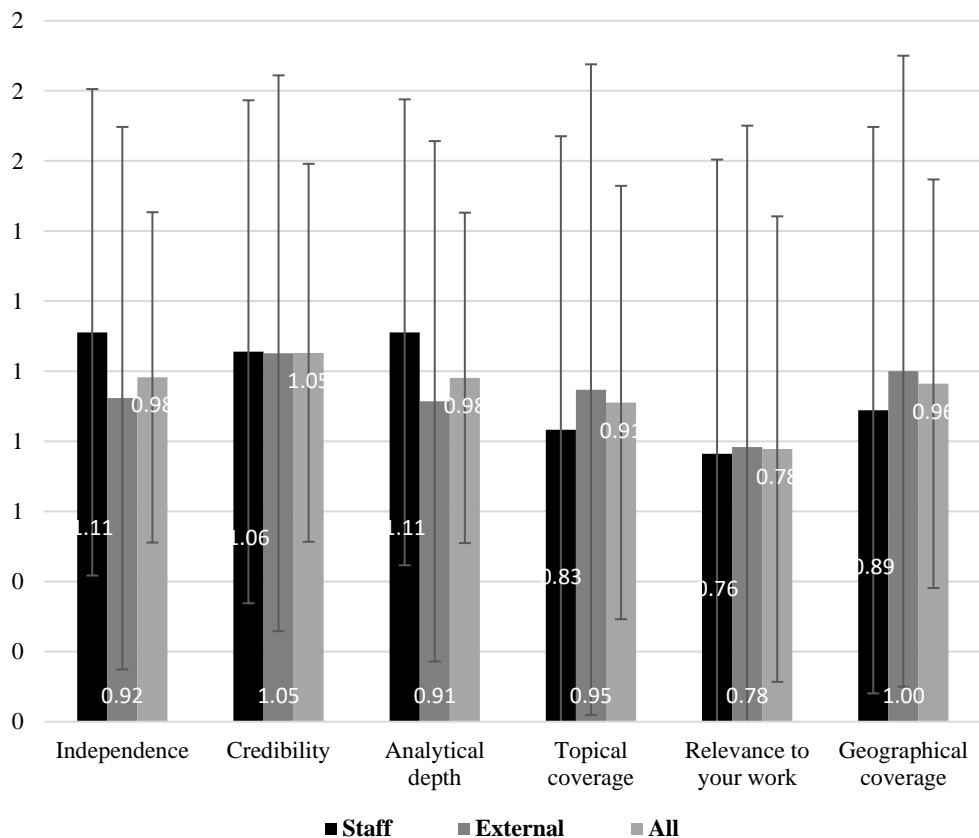


Figure VIII.6
Satisfaction with various attributes of subprogramme 5 publications



Notes: The figure depicts mean and +/-1 standard deviation range.
 Scores range from -2 for not at all satisfied to +2 for completely satisfied.

Figure VIII.7
Forced ranking on critical attributes for subprogramme 5 research
 (Average scores)

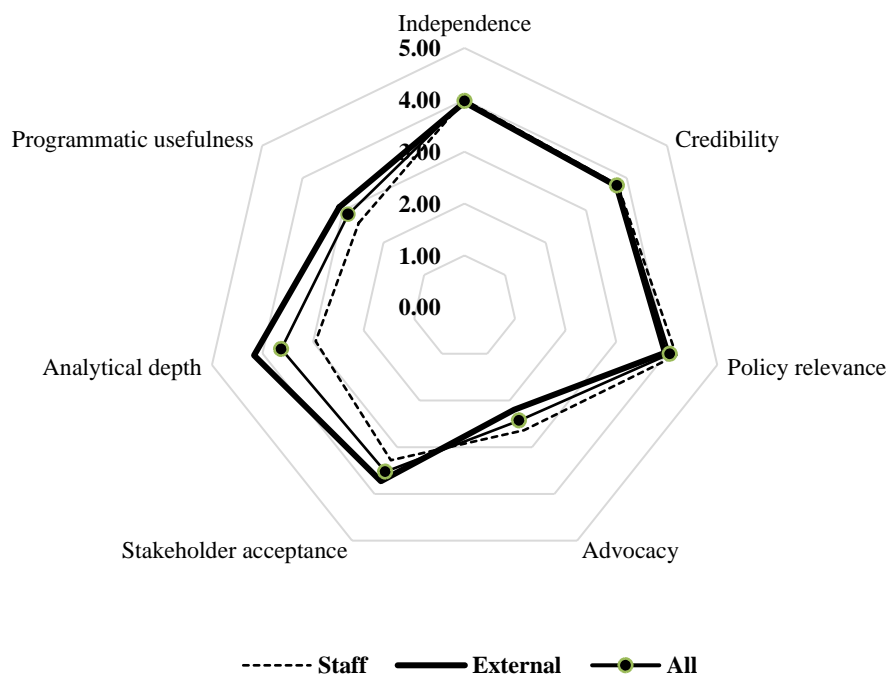


Figure VIII.8
Use of publications, disaggregated by stakeholder category
 (N=128)

