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Synthesis of the five subprogramme evaluations and update on the status of implementation of the recommendations

Annex I, Status of implementation of recommendations*

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* This document has not been formally edited.



I. External evaluation of subprogramme 1: Globalization, interdependence and development¹ (2013)

A. Status in brief

Total number of recommendations addressed to and accepted by the secretariat: 2 accepted, 2 partially accepted	
Implemented	2/2 recommendations
Partially implemented	2/2 recommendations
In progress	0/4 recommendations
Not implemented	0/4 recommendations

B. Status in detail

Accepted evaluation recommendation
1. Develop a meaningful results-based management approach to guide subprogramme 1 work. This approach needs to be anchored on a logical framework structured around substantive goals and achievements that would provide guideposts for managing its activities and a platform for substantive programme dialogue with its governing body. The Working Party on the Strategic Framework and the Programme Budget should revisit the present framework of expected accomplishments for subprogramme 1 by focusing on the quality and usefulness of outputs rather than their eventual uptake, including in their review processes. Towards more coherent operational management of subprogramme 1, substantive concerns need to become an integral part of interdivisional management processes.
Action agreed in the management response
Recommendation accepted. The Working Party may wish to request the secretariat to prepare a self-assessment of the current strategic framework for subprogramme 1 prior to introducing revised formulations in time for consideration by member States in the context of the preparation of the 2016–2017 framework.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
As recommended in the external evaluation, the Division on Globalization and Development Strategies (DGDS) revisited the results framework for subprogramme 1 during the formulations of the biennial work programmes for 2016–2017 and for 2018–2019. The expected accomplishments of the subprogramme changed from a focus on outputs to a focus on quality and usefulness of outputs, as well as on outcomes, in an UNCTAD-wide exercise. Another action was the strengthening of a results-based management approach at UNCTAD since 2016. To help managers meet these new requirements, UNCTAD has developed guidelines and templates, and launched an in-house training programme. Senior DGDS staff participated in results-based management (RBM) training by the United Nations system staff college in October 2016. In addition, from December 2018 to March 2019, most DGDS staff participated in RBM workshops organized by the UNCTAD Office of the Secretary-General to familiarize staff with key RBM principles and tools. DGDS continues to work on improving its monitoring and evaluation plan.

¹ [TD/B/WP/252](#), External evaluation of UNCTAD subprogramme 1: Globalization, interdependence and development, 2008–2012; [TD/B/WP\(65\)/CRP.2](#), Supporting materials; and [TD/B/WP\(65\)/CRP.1](#), Management response to the external evaluation of UNCTAD subprogramme 1: Globalization, interdependence and development.

The ongoing United Nations management reform, particularly the changes to the budget process and methodology starting with the programme budget for 2020, have partially rendered this recommendation moot. Strategic framework and expected accomplishments no longer exist in the new structure of the programme plan documentation, which now follows a result narrative approach. Conceptual changes are as follows: (1) outputs are renamed as deliverables, with emphasis on final product and services; (2) expected accomplishments and indicators of achievement are merged; (3) results show annual progress towards objective; and (4) Sustainable Development Goals alignment is included in the result framework.

Impact of, or changes resulting from actions taken

The introduction of changes shifted the focus of management from outputs to outcomes.

Accepted evaluation recommendation

2. Establish an integrated UNCTAD research agenda around development-centred globalization. Research and analysis on the interrelationship between trade, debt and finance, investment, technology and sustainable development require a research agenda cutting across UNCTAD and bridging the gap between global macro-trends and microeconomic policy adjustments. Development and implementation of the shared research agenda could be coordinated by the proposed steering committee or by a special coordination/editorial panel.

Action agreed in the management response

Recommendation partially accepted.

The UNCTAD secretariat could conduct a review of the coherence of the current UNCTAD research agenda and assess resource allocation, with a view to better using existing mechanisms to strengthen the research pillar and to elaborate an integrated and shared research agenda.

Status of implementation (implemented, in progress, not implemented)

Partially implemented.

Description of actions actually taken or reason for actions not taken

Establishing an integrated UNCTAD research agenda around development-centred globalization is not a task only for the Division, but for the secretariat as a whole. The secretariat has done so since the UNCTAD XIV Conference in Nairobi by linking the work of UNCTAD to 2030 Agenda for Sustainable Development. In essence, the 2030 Agenda and its Sustainable Development Goals are based on a notion which is very similar to our concept of development-centred globalization (as featured in the *Trade and Development Report 2011*). In particular, the Sustainable Development Goals recognize the importance of interdependence among sectors and countries, which is central to the UNCTAD mandate of “integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment, and sustainable development”.

Progress has been made with regard to interdivisional coordination, namely through the strengthened Publications Committee, where the topics for the flagship reports are discussed including the potential for cross-divisional collaboration.

In terms of actions taken under subprogramme 1, DGDS focused its analysis on problems related to the 2030 Agenda and its implementation. Since 2015, there has been an increasing need to adapt multilateralism to delivering on the 2030 Agenda. Within that wider context, goals, targets and indicators have been at the centre of the discussion during most of that period. However, a narrative that can link those indicators of success to policy measures, institutional reforms and, critically, resource mobilization, has remained elusive.

DGDS responded to that need and started to build such a narrative around the idea of a “global new deal” as a framework for addressing the multidimensional problems of inequality, exclusion, instability and fragility of the global economy.

Impact of, or changes resulting from actions taken

The changes resulting from actions taken are visible in the close alignment of the research agenda of different subprogrammes of UNCTAD with the Sustainable Development Goals (See, for example, the UNCTAD [Sustainable Development Goals inventory](#)), in contrast with the previous period when there was no such alignment with the Millennium Development Goals. Regarding subprogramme 1, division work is aligned with the Sustainable Development Goals 8, 9, 10, 16 and 17. The editions of the *Trade and Development Report* from 2014 to 2018 all take up some aspects of the 2030 Agenda or, indeed, its totality (e.g. *Trade and*

Development Report 2017: Beyond Austerity – Towards a Global New Deal).

Through the Publications Committee, there is now more information sharing about the research topics and perspectives of different Divisions.

Accepted evaluation recommendation

3. The *Trade and Development Report* needs to reflect this rebalancing in research focus. Future TDRs could have two parts:

Monitoring trends and issues in the global economic environment:

(a) This analysis could also extend to underlying phenomena, such as increasing market volatility and uncertainty, persistence of crises, changes in developmental paradigm or the crisis of multilateralism.

Comparative analysis of the influence of trade and interrelated issues on sustainable development from a developing country perspective:

(b) The more deeply articulated research would be a boon to overcoming UNCTAD internal division and creating an interdivisional process for the TDR.

(c) The TDR's broad cross-cutting coverage and enhanced responsiveness to member States concerns would help the TDR to once again become the flagship of a less fragmented UNCTAD.

Action agreed in the management response

Recommendation partially accepted.

Managers of subprogramme 1, in addition to cooperating with the proposed revision of the subprogramme 1 component of the UNCTAD biennial programme plan, will intensify their cross-divisional consultation and collaboration within existing channels, it being understood that more deeply articulated research under this subprogramme could benefit from more flexible team-work arrangements and increased lateral staff mobility.

Status of implementation (implemented, in progress, not implemented)

Partially implemented.

Description of actions actually taken or reason for actions not taken

Subprogramme 1 has intensified cross-divisional consultation within existing channels, namely through the publications committee and through the internal peer review of the TDR. The Office of the Secretary-General has adopted a number of new initiatives to increase collaboration and more deeply articulate research within the house. For example, the first one is the "Crossing the Line Initiative: Research in Motion". It encourages UNCTAD researchers to cross traditional lines between and within divisions, thus replicating within the UNCTAD secretariat real-world research conditions where an open exchange of ideas and data is fostered. Each event consists of a panel of UNCTAD discussants to present the themes and highlight the possibilities for cross-divisional intellectual discussions. Ultimately, the idea is cutting-edge research and its practical application on the ground. In the past year, the Division has participated, for example, in discussions on "key linkages between structural transformation, income generation and employment", "Industry 4.0 and employment", and "infrastructure and productive capacities" and "technology and intellectual property for development".

The second initiative is the UNCTAD Research Seminar Series. The Seminar provides a platform for staff to present their work, receive feedback from colleagues, and gain exposure to research taking place outside the house that is relevant for UNCTAD and its mandate.

A third example is the Gender Task Force (GTF) whose purpose is to reinforce and broaden the scope of UNCTAD activities for women's economic empowerment through trade, investment, innovation, technology, and all other areas under the three pillars of work of UNCTAD. The GTF seeks to improve and better coordinate gender mainstreaming activities in UNCTAD.

Impact of, or changes resulting from actions taken

The changes resulting from actions taken include a more interdivisional dialogue on crucial issues, including a better understanding of what other parts of the house do in terms of research and analysis. As such, it represents a step in the right direction.

Accepted evaluation recommendation
4. Reinforce UNCTAD participation in work on the future United Nations development agenda and its institutional links with the rest of the United Nations system to promote increased capacity-building for development-centred globalization within the United Nations development pillar. Subprogramme 1 could support this effort by monitoring and guiding global efforts on development-centred globalization.
Action agreed in the management response
Recommendation accepted. Subprogramme 1 managers will also more fully exploit available opportunities, subject to resource availabilities, to disseminate and advocate the substantive outcomes of their research work within the appropriate United Nations and multilateral global economic governance processes, and at the national level (through TDR outreach and training courses, and the like). The proposed multi-year, multi-donor trust fund could be a useful source for such steps to enhance effectiveness and relevance at the national levels.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
<p>UNCTAD has reinforced its institutional links with the rest of the United Nations system and has actively participated in all relevant processes since the external evaluation of subprogramme 1, including the latest reform of the United Nations development pillar. For example, for the United Nations system-wide strategic document, which charts the path for the system to work collaboratively, UNCTAD was successful in pushing for structural transformation to be included as one of the four cross-cutting issues.</p> <p>UNCTAD has also moved its Trade and Development Board from September to June, with the view of influencing more pointedly the processes in New York, such as the high-level political forum in July and the General Assembly in September. In addition, UNCTAD has overhauled the first part of the Board into a high-level segment where crucial topics of the development-centred globalization are discussed.</p> <p>Within the possibilities constrained by the ever-shrinking budgetary resources, SPI has undertaken several actions regarding this recommendation. First, it has worked on the operationalization of the concept of development-centred globalization and has framed it as a “Global New Deal”. That work has been widely recognized and has facilitated the appearance of other similar initiatives such as the “Green New Deal” in the United States of America and the “New Deal for Europe”.</p> <p>Second, we have reorganized and repurposed the work of the Virtual Institute to be more closely focused on the topics and issues subprogramme 1 is dealing with. Through training and dissemination, it is strengthening the presence of ideas and concepts generated via subprogramme 1 research and analysis, within the United Nations system, in academic circles, media and policymaking circles.</p> <p>Third, we have started the UNCTAD Summer School in Geneva in 2018 with the aim of disseminating the results of our research and analysis to a wider audience and to provide capacity-building to young researchers in academic and other institutions. Around 45 members of the Young Scholars Initiative, a global network of researchers and young professionals from a range of universities and other institutions run by the New York-based Institute for New Economic Thinking, attended the weeklong event at the Palais des Nations. The theme of the first Summer School was “Money, finance and debt: Old debates, new challenges”.</p> <p>Fourth, subprogramme 1 has reinforced its activities with other parts of the United Nations system through various means, most notably with UNECLAC, UNECA, UNIDO and UNODC. UNCTAD has also signed a memorandum of understanding with ILO to formalize our collaboration on the Global Policy Model, as well as on joint presentation of our research at the Group of 20 meetings. This has been complemented with strengthening of links with non-United Nations institutions and organizations such as Group of 20, OECD, Eurasian Economic Commission, and others.</p>
Impact of, or changes resulting from actions taken
The impact resulting from actions taken is difficult to measure, as with all activities where their main output are ideas. However, using proxies like the direct presence in the media and the uptake of the topics pioneered by subprogramme 1, including in the mainstream media and debates, there is a substantial increase in the last several years. For instance, the findings of the <i>Trade and Development Report 2018</i> were widely reported in the media, including in the world’s leading newspapers such as the <i>Financial Times</i> , <i>Le Monde</i> and <i>El País</i> .

II. External evaluation of subprogramme 2: Investment and enterprise² (2014)

A. Status in brief

Total number of recommendations addressed to, and accepted by the secretariat: 7 accepted	
Implemented	5/7 recommendations
In progress	2/7 recommendations
Not implemented	0/7 recommendations

B. Status in detail

Accepted evaluation recommendation
1. The Division should continue its systemic review of core products and brand services and continue upgrading its portfolio and individual products, as needed.
Action agreed in the management response
The secretariat welcomes recommendation 2. In light of the feedback and guidance received from members States and other investment stakeholders, the relevance of the Division's strategy and the definition of the core products and services are regularly reviewed in the framework of its management mechanisms. This management approach includes, as highlighted by the evaluation report, the preparation of a detailed workplan calling for results-based management, internal and external peer review groups, and comprehensive reporting and monitoring. The secretariat will continue reporting on the review and upgrading of its core products in the context of the annual sessions of the Investment, Enterprise and Development Commission under its agenda item on strengthening the synergies among the three pillars of the work of UNCTAD.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
In line with its organizational strategy first developed in 2009, the Division on Investment and Enterprise continued to systematically review its core products and brand services and update them accordingly. The continuous review is driven by the three strategic approaches adopted by the subprogramme, i.e. a core product approach, an IT-enhanced approach and a partnership approach. The core values of each product and service of the investment and enterprise value chain are assessed in the context of specific integrated management mechanisms, including by the Division's strategic management groups, e.g. regular chiefs' meetings and the organization of internal and external peer reviews of key outputs. This assessment process, which consists of the evaluation of the relevance, quality, efficiency and impact of all core products and services, is transcribed in the Division's performance appraisal framework. This organizational strategy led, since the external independent evaluation of the subprogramme, to the development of six core policy frameworks, namely the Investment Policy Framework for Sustainable Development (version 2.0), the global action menu for investment facilitation, the action plan for investing in the Sustainable Development Goals, the roadmap for IIA reform, the Entrepreneurship Policy Framework and the Accounting Development Tool. In the context of the core-product approach, these policy frameworks have themselves led to the continuous update of traditional outputs. For instance, and since the introduction of the IFFSD, all investment policy

² TD/B/WP/264, External evaluation of UNCTAD subprogramme 2: Investment and enterprise; TD/B/WP(68)/CRP.2, Supporting materials; TD/B/WP(68)/CRP.3, Management response to the external evaluation of UNCTAD subprogramme 2: Investment and enterprise.

reviews are conducted with reference to the Framework's guiding principles.

In the context of the IT-enhanced approach, the subprogramme continued to make use of the development of user-friendly and interactive software and platforms to improve its services. For instance, in the context of its business facilitation programme, the newly developed trade portals are information portals, derived from the eRegulations system, showing detailed information on import, export and transit procedures and allowing countries to comply with article 1 of the World Trade Organization Bali Agreement. Another example is the i-guides, the content of which can, at any time, be updated for instance when there are changes in legislation, infrastructure, costs or taxes in the beneficiary country.

The growing significance of the World Investment Forum (WIF) exemplifies the benefits of the Division's partnership approach. The WIF 2018 convened more than 6,000 representatives of the public, private, civil society and academic spheres, representing 150 countries, including 11 Heads of State, over 50 ministers, 70 parliamentarians, alongside 1,700 private sector representatives, who attended more than 70 sessions organized with some 50 partners. The establishment of a round table of ambassadors on financing and investing in the Sustainable Development Goals will enable the intensification of engagement with strategic partners. The structure aims to facilitate the link between permanent representatives of member States in Geneva, the private sector and international organizations to pool their collective efforts and thereby leverage Geneva as a global Sustainable Development Goal implementation hub to channel investment towards the Sustainable Development Goals and amplify its contribution to development.

The secretariat continues to report on the review and upgrading of its core products and services in the context of a yearly "Division on Investment and Enterprise: Results and Impact" report, which is presented at the annual sessions of the Investment, Enterprise and Development Commissions.

Impact of, or changes resulting from actions taken

- Successful development of core policy frameworks which, at times of a development-paradigm shift, allowed UNCTAD to successfully play a catalytic role in shaping a new generation of investment and enterprise policies at the national, regional and global levels.
- Strengthened relevance, quality and impact of the subprogramme's core products at the global (references to UNCTAD work on IIAs and Empretec in General Assembly resolutions), at the regional (European Union, APEC, ASEAN, SADC etc.) and country level (increase in the number of requests for support by member States).
- Confirmation of the positioning of the World Investment Forum as the preeminent global investment-development stakeholder gathering.

Accepted evaluation recommendation

2. Subprogramme 2 should operationalize all results chains described in the results and impact reports to plan, manage and monitor for targeted outcome changes across all DIAE core products. Results chains should be measurable through the use of SMART indicators and include the formulation of explicit risk matrices and risk mitigation strategies. In addition, DIAE should track more consistently the long-term development impact of investment-related and private sector-related work among subprogramme 2 beneficiary countries at the programmatic level.

Action agreed in the management response

The secretariat welcomes this recommendation.

The secretariat will continue planning and monitoring the impact of its activities in the area of investment and enterprise for development in the short term (improved understanding and awareness of stakeholders), medium term (institutional and policy changes) and long term (observed changes on major economic aggregates), as mandated by the Working Party, the Trade and Development Board and the quadrennial conference of UNCTAD. With regard to capacity-building activities, the secretariat will continue to work closely with development partners and beneficiary countries to integrate state-of-the-art results-based management practices in newly launched projects.

The secretariat notes that systematic monitoring of specific indicators of the long-term impact at the programmatic level requires strong commitment from beneficiary countries. It may also require additional resources beyond those currently allocated to reporting. The secretariat invites countries in a position to do so to consider providing support to such systemic monitoring.

Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
<p>Since 2013, the subprogramme has, in the context of a result-based management approach, developed comprehensive result and impact chains with a view to plan and monitor the impact of its interventions in the short, medium and longer term. In line with this recommendation, the Division has developed and updated these results and impact chains to incorporate three new dimensions:</p> <p>(i) A direct reference to the Sustainable Development Goals adopted by the international community in 2015. For each core product and service in the area of investment and enterprise, Sustainable Development Goals of focus have been identified, together with their relevant targets. In the context of the individual result and impact chains, the link between activities and outputs, outcomes and resulting impact on the Sustainable Development Goal of focus is clearly delineated (see <i>Mobilizing Investment for the Sustainable Development Goals – A strategic approach</i>). Furthermore, comprehensive reporting on how subprogramme 2 products contribute to respective Sustainable Development Goals features in the yearly DIAE results and impact reports.</p> <p>(ii) The development of SMART indicators allowing for the assessment of progress throughout the result and impact chains. These indicators are further reported and reproduced in the Division's performance appraisal frameworks. The Division also fully recognizes that the development of qualitative indicators is at least as important as quantitative indicators for reporting and evaluation purposes.</p> <p>(iii) For each step of the result and impact chains, key assumptions were identified. These have been defined taking into consideration the provisions of the United Nations enterprise risk management and internal control methodology.</p>
Impact of, or changes resulting from actions taken
<ul style="list-style-type: none"> • DIAE's interventions are strongly in line with various Sustainable Development Goals and work towards enhancing the contribution of foreign direct investment (FDI) and private sector investment to the 2030 Agenda for Development. • Better assessment of long-term and economy-wide development impacts and medium-term outcome changes among direct beneficiaries and increased effectiveness of interventions, as documented for instance, in the publication <i>Investment Policy Review: Implementation Reports – Lessons Learned</i> (UNCTAD/DIAE/PCB/2018/3).
Accepted evaluation recommendation
<p>3. DIAE needs to forge ahead with the high quality and creative effort set in motion to revamp its websites, make them far more interactive and design them in ways that respond to the new ways in which information is accessed as a result of the Internet. While UNCTAD needs to ensure all websites project a unified corporate image, it is important that this be done in a manner supportive of the reasonably high degree of decentralization required for its subprogrammes, including subprogramme 2, to develop interactive websites with the clients they serve.</p>
Action agreed in the management response
<p>The secretariat acknowledges recommendation 3.</p> <p>As part of its information technology (IT)-enhanced approach, the Division initiated the process by first updating those websites that allow direct interaction with beneficiaries and therefore have a direct capacity-building component. Further, the Division recently launched the Investment Policy Hub, an online platform providing access to a repository of up-to-date investment policies and allowing policymakers and other stakeholders to share their experiences and best practices.</p> <p>The secretariat notes that the development and maintenance of modern websites requires the availability of technical, financial and human resources. The secretariat would welcome any financial and technical support from member States in this regard and stands ready to report regularly on the updating and revamping of its websites.</p>

Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
<p>DIAE has established a range of different online portals in support of investment and enterprise policymaking. The <i>World Investment Report</i> website, which presents leading-edge data, research and policy analysis on FDI and investment for development innovated in 2015 to become the first portal of Geneva Internationale to offer a mobile-friendly service to readers. The report was also made available as an e-book in 2016. The World Investment Forum website, which offers comprehensive information on the various events, participants and discussions at each event has also been regularly upgraded and modernized since the independent evaluation. In 2018, the platform was complemented by a mobile application – used for the first time in UNCTAD, which allowed for increased interaction between participants and the scheduling of meetings.</p> <p>The Investment Policy Hub provides access to a repository of up-to-date investment policies and allows policymakers and other stakeholders to share their experiences and best practice. Since the evaluation, the platform was expanded to integrate new content, increasingly focusing on specific sustainable development sectors such as infrastructure and public services, in particular public-private partnerships to better support member States’ investment policymaking. The portal offers unique databases, such as the Investor-State Dispute Settlement database (ISDS Navigator) and the IIAs database, which are all updated on a continual basis. An online discussion forum was also added to the platform, allowing for further exchanges of knowledge, experience and best practice in the area of investment policymaking for sustainable development among experts. All platforms provide information on countries’ FDI policies, laws and regulations, as well as an in-depth analysis on the social, economic and development impact of such policies. They project a unified corporate image. Combined, these platforms currently attract over 50,000 visits a month. Unique users of the Investment Policy Hub have grown robustly since establishment (roughly doubling users every three years and in 2018 attracted 265,000 users).</p> <p>A number of core services are directly available for member States through interactive platforms. These include the e-governmental digital platforms developed to enhance information access and streamline and automate procedures, while reducing bureaucratic costs in support of more efficient governance and a strengthened rule of law. These portals have been modernized and have witnessed robust growth in the number of users. The platforms are also constantly upgraded: to date, some 60 iterations of the platforms across 30 countries have been implemented, encompassing over 4,000 procedures and generating an 80 per cent average reduction in the necessary administrative steps, forms and documents in beneficiary countries.</p> <p>Finally, the Division continued to develop specific websites seeking to build member States’ capacity in specific sectors. An example of such service is the recently launched the www.greenFDI.org website, which provides extensive access to information on policy issues and tools to develop an investment environment friendly to green investment and thereby complements advisory services, workshops and training extended by UNCTAD in this area. An independent project evaluation established that the platform was “highly relevant” and “highly effective” in “providing useful information and tools”. Further, the report noted that “Nearly everyone surveyed agrees that the www.greenFDI.org website is a very useful instrument by bringing into one place access to a multitude of relevant studies otherwise scattered on the web”.</p> <p>The secretariat wishes to reiterate that the development and maintenance of modern websites and platforms also hinge on the availability of technical, human and financial resources.</p>
Impact of, or changes resulting from actions taken
<ul style="list-style-type: none"> • Connecting with a broader spectrum of stakeholders, increased numbers of interlocutors and more interactive engagement. • Improved and wider dissemination of results. For instance, over 3 million people have visited national and provincial eRegulations website worldwide in 2018 – an increase of more than 120 per cent over the 2015 corresponding figure.
Accepted evaluation recommendation
<p>4. Greater use of new distance learning and e-learning tools including videoconferencing, Internet live streaming and other tools would permit expanding the reach of many regional workshops to the country level at very limited additional costs to reach at least a large number of countries, if not everywhere.</p>

Action agreed in the management response
The secretariat welcomes this recommendation and will continue working towards this end. However, the secretariat notes that the use of distance and e-learning facilities can be limited in terms of technologies available to beneficiaries and issues areas covered. For instance, Empretec is a behavioural training programme, which requires physical room presence and one-on-one interaction with facilitators.
Status of implementation (implemented, in progress, not implemented)
Implemented (continuous process).
Description of actions actually taken or reason for actions not taken
<p>The secretariat would like to reiterate the comments made in its management response and regarding (i) the limited availability of certain technologies for specific clients and (ii) the unsuitability of distance learning in specific areas of work.</p> <p>The Division on Investment and Enterprise has long used the opportunity provided by new distance learning and e-learning tools to disseminate the main conclusions of its research and policy work. All investment and enterprise-related products, publications and news are disseminated through the World Investment Network, a global community of over 10,000 investment and enterprise stakeholders. An analysis of the launch of the <i>World Investment Report</i> showed that a large majority of members of the network accessed the report from the communication e-mail they received, and many UNCTAD investment Twitter account followers accessed the report from UNCTAD tweets. Outreach to the investment-development community also takes the form of e-mail alerts and the electronic distribution of web-based information, newsletters and issues notes through the World Investment Network, supported by news alerts such as the IPA or IIA newsflashes, which were specifically developed to respond to the needs for up-to-date information of policy and decision makers. These new products and services contribute to a better awareness and understanding of investment-development issues.</p> <p>Since 2015, the Division organizes webinars at the occasion of the launch of the <i>World Investment Report</i>. The presentations – in English, French and Spanish – are followed with question-and-answer sessions for accredited journalists. These online presentations are available to policymakers for further dissemination. Regional training workshops on IIAs are often preceded by intensive distance learning sessions. Similarly, the submission of written advisory services provided on a country's or region's IIA network, comments on country's or region's model treaties, and other analysis of various aspects of countries' IIA universes are now often complemented by one or several videoconferences, discussing the analysis undertaken on behalf of the country. The Business School for Impact programme sought to integrate sustainable development and responsible investment principles into academic curricula via the open source sharing of relevant Sustainable Development Goals teaching modules, case studies and internship opportunities with social enterprises in developing countries. These learning tools and experiential learning opportunities were fully offered and facilitated via the dedicated website of the project. The Division also participates regularly in UNCTAD initiatives such as the Virtual Institute, through the electronic presentation to the academic community of substantive elements of the Division's work, such as trends in global investment flows and status updates on the progress with IIA reform.</p> <p>The use of e-tools also extends to consensus-building activities. Discussions at sessions of the World Investment Forum and of the IIA annual conference are broadcast live worldwide, offering an interactive, multimedia platform that broadens the participation of the investment-development community.</p>
Impact of, or changes resulting from actions taken
<ul style="list-style-type: none"> • Strengthening of the capacity-building dimension of DIAE interventions. • The development of professional networks combined with the generalized use of new IT tools led to further strengthening of the cost effectiveness of DIAE interventions in all three pillars of work.
Accepted evaluation recommendation
5. Notwithstanding the lack of an UNCTAD field presence, the fact is that most donor funding decisions are taken nowadays at the country level, in no small part in response to the new country-donor dynamics launched under the Paris Principles on Aid Effectiveness. Strong direct interaction with Government-development partner dialogue mechanisms at the country level can help increase access to extrabudgetary resources from specialized funds such as multi-donor sector-wide approach trust funds. This approach can be

implemented with support from the UNCTAD Technical Cooperation Section.
Action agreed in the management response
The secretariat welcomes this recommendation. As noted by the evaluators, this would require support from the UNCTAD Technical Cooperation Section. It would also benefit from the support of those government–development partners involved.
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
The importance of support from the UNCTAD Technical Cooperation Section and from member States to address this recommendation was already highlighted in the management responses. Since the independent evaluation, with the support of the UNCTAD Technical Cooperation Section, the Division benefited from access to pooled funding mechanisms (Multi Donor Trust Funds (MDTFs) such as One United Nations Country Funds in support of the United Nations Development Assistance Frameworks under the leadership of the United Nations Resident Coordinators). In particular, these MDTFs allowed for the implementation of business facilitation projects in “Delivering as one” countries such as Bhutan, Cabo Verde, Montenegro, the United Republic of Tanzania and Viet Nam. Under the same mechanism, the subprogramme implemented specific business linkages activities in the United Republic of Tanzania. In addition, the Division initiated an investment policy review process and is supporting the development of entrepreneurship in Angola, thanks to the joint UNCTAD and European Union programme for Angola. The impact of contributions received through these mechanisms has been significant for the good of the programmes in the respective beneficiary countries. However, they represented only a fraction of the contributions received by the Division for capacity-building purposes. Hence, they did not allow for a significant reduction in the number of technical assistance requests pending funding.
Impact of, or changes resulting from actions taken
<ul style="list-style-type: none"> • Provided ad hoc sources of substantive funding to respond to individual requests from beneficiary countries • Although UNCTAD access to pooled funding mechanisms settled at the country level is still limited at the subprogramme level, UNCTAD interactions with Governments, development partners and the United Nations resident coordinator system led to a better recognition of UNCTAD work and expertise at the country level as well as increased visibility in the context of the United Nations reform (repositioning of the United Nations system towards the 2030 Agenda). UNCTAD access to pooled funding mechanisms such as the One United Nations Country Funds played a catalytic role with Government, national partners, United Nations resident coordinators and resident agencies from the United Nations country teams as well as donors (such as Sweden in the specific case of the United Republic of Tanzania) asking for more long-term involvement of UNCTAD in inter-agency joint programmes developed at the country level.

Accepted evaluation recommendation
6. DIAE should introduce a system of “aftercare” country desk officers to respond to follow-up information inquiries from beneficiaries. Helping countries identify additional assistance, wherever available and as required, should strengthen the sustainability of subprogramme 2 interventions.
Action agreed in the management response
The secretariat appreciates recommendation 6. The Division is exploring the possibility of developing online tools to track the implementation of IPR recommendations in beneficiary countries. This would represent major progress towards the implementation of such a recommendation, as the IPR programme is the main vehicle for capacity-building and technical cooperation in the area of investment and enterprise for development. Fully developing and implementing such an approach would require financial and human resources as well as strong commitment from beneficiary member States, which would need to actively provide up-to-date information on their IPR implementation record. Noting that the IPR programme is financed by extrabudgetary funds, additional resources may be

required to develop IPR aftercare services, especially if these should be complementary to the implementation reports.
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
Implementing this recommendation requires financial and human resources currently unavailable to the programme, as well as the strong commitment of beneficiary member States. Nevertheless, the investment policy reviews include a table that allows beneficiary countries to monitor the implementation of the recommendations. UNCTAD has recently developed an electronic table facilitating the tracking of progress. Beneficiaries include Belarus, Lebanon and Sierra Leone. A more sophisticated approach is not feasible in the current financial context.
Impact of, or changes resulting from actions taken
Actions taken require sufficient time before an assessment of their impact can be evident.

Accepted evaluation recommendation
7. As part of its ongoing work on the role of private sector investment in the post-2015 sustainable development goals, DIAE should proceed with a review of how it can make goals of gender equity and women's empowerment more explicit in its work.
Action agreed in the management response
The secretariat welcomes this recommendation. The secretariat has been active on several fronts and will continue its work to support gender equality and the empowerment of women and will enhance reporting to this end.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
The Division on Investment and Enterprise has responded to this recommendation by mainstreaming the cross-cutting issues of gender equality and the empowerment of women in all three pillars of its work, in full compliance with the newly developed UNCTAD gender mainstreaming strategy: In the area of research and policy analysis and, since 2017, the <i>World Investment Report</i> systematically examines the gender dimension of its main theme and also analyses international investment policies through gender lenses. Various monographs on specialist themes have explored and amplified the gender dimension of these topics; for instance, an in-depth analysis of foreign direct investment and gender, the role stock exchanges can play to advance gender equality, the impact of large-scale agricultural investment on women, and a paper on gender and entrepreneurship policies were produced. A comprehensive study on the impact of FDI on women employment by sector is also currently under way. Recent evaluations of projects in support of investment for development illustrate the strong link between the programme activities and the achievement of Sustainable Development Goal 5 of gender equality. The evaluation of the Business School for Impact Project (2016) found that it “used a gender lens... was forward-thinking in its approach towards gender, instilling women empowerment elements where possible in the project and monitoring gender equality results in as far as possible.” In 2017, the evaluation of the Green FDI project noted that “the website developed also includes a section on gender equality and green FDI”. This year's evaluation of the project on “Strengthening the capacity of developing country policymakers, investment promotion officials and academia in two priority sectors to attract investment for sustainable and inclusive development” stresses that the “project adopted an incremental but pro-active approach towards mainstreaming gender and human right concerns into its activities. The recently developed core indicators for model company reporting on their contribution to the Sustainable Development Goals has an entire section dedicated to gender aspects of company reporting. It should be noted that since 2017, all new technical cooperation projects are assessed against a checklist for mainstreaming gender equality and women's economic empowerment.

The 2018 World Investment Forum provided several opportunities to brainstorm, exchange best practice and build consensus on initiatives aiming at empowering women. These included dedicated sessions, such as “Women entrepreneurship and the Sustainable Development Goals” organized in cooperation with UN-Women, “Women for sustainable development”, also in collaboration with UN-Women and the Commonwealth, and a round table on “Women economic empowerment to transform the investment and entrepreneurship landscape”. Finance-oriented sessions examined gender-specific approaches such as the development of gender bonds and gender indices as innovative tools to finance sustainable development. Since 2018, the Division also organizes the highly successful Women in Business Awards, which honour women-owned businesses that have benefited from the business development services of the Empretec programme for their contribution to sustainable development.

Impact of, or changes resulting from actions taken

UNCTAD statistics about IIA-related gender aspects proved effective in showing certain gender imbalances. In so doing, the project team was successful in carefully opening a discussion between stakeholders at regional conferences, even in political and culturally sensitive contexts”.

III. External evaluation of subprogramme 3: International trade³ (2015)

A. Status in brief

Total number of recommendations addressed to, and accepted by the secretariat: 12 accepted, 1 partially accepted	
Implemented	9/12 recommendations
Partially implemented	1/1 recommendations that were “partially accepted”
In progress	3/12 recommendations
Not implemented	0/12 recommendations

B. Status in detail

Accepted evaluation recommendation
1. To respond to sustainable development goals and improve resource allocation efficiency and interdisciplinary synergies, consider formulating an integrated divisional programme or at least branch-wide programmes with appropriate change-language indicators to show contributions, synergies and impacts of activities.
Action agreed in the management response
Recommendation accepted. This is already being done in the context of the UNCTAD-wide implementation of results-based management. The Division on International Trade and Commodities (DITC) is actively participating in the coordination group for results-based management and working towards mainstreaming a result focus across all activities and deliverables, in line with this recommendation. DITC has also been contributing to promoting broader understanding of the role of international trade in the

³ TD/B/WP/274, External evaluation of UNCTAD subprogramme 3: International trade; TD/B/WP(71)/CRP.2, Supporting materials; TD/B/WP(71)/CRP.1, Management response to the external evaluation of UNCTAD subprogramme 3: International trade.

post-2015 agenda and the Sustainable Development Goals and is thus ready to internalize intergovernmental outcomes from the fourteenth session of the United Nations Conference on Trade and Development and various major conferences in 2015.
Status of implementation (implemented, in progress, not implemented)
Implemented (continuous process).
Description of actions actually taken or reason for actions not taken
The following actions have been taken to address this recommendation: <ul style="list-style-type: none"> • An UNCTAD-wide exercise for the formulations of the biennial work programmes for 2016–2017 and for 2018–2019 sought changes in the expected accomplishments of subprogrammes from a focus on outputs to a focus on outcomes. • In alignment with UNCTAD-wide efforts to improve and enforce the results-based management framework at the organizational level, many programmes within the Division have participated in the UNCTAD RBM training workshops. The workshops included coaching on RBM principles and tools, indicators and monitoring plans. Toolbox programmes (services policy reviews, trade policy framework reviews, non-tariff measures, national green export reviews, accession to the World Trade Organization, Pan-African Cotton Road Map, Biotrade Initiative, voluntary peer reviews on competition law and policy, and trade gender and development programme) developed result frameworks that are aligned to the Sustainable Development Goals.
Impact of, or changes resulting from actions taken
The results-based framework and following monitoring plan provided a unique opportunity for reflecting on the work priorities and for streamlining them, ensuring that timely monitoring and ex-post assessment are conducted and evidence-based. For instance, based on the relevance of various meetings and substantive work carried out in the areas of climate change and environment, the subprogramme decided to combine them in a forum, called the United Nations Trade Forum. This decision is the first step taken to create synergies among the different areas of work, by streamlining processes and strategizing substantive work that were before scattered throughout the division.

Accepted evaluation recommendation
2. Review and optimize the number of publications and e-publications through member State and interdivisional consultations, and initiate some joint publications with ALDC and DGDS, under divisional compacts.
Action agreed in the management response
Recommendation accepted. Streamlining of publications is already being done, in line with the new results and resources framework. The merits of further reducing the number of publications will need to be assessed, with a view to ensuring the sustained relevance, effectiveness and efficiency of the work of subprogramme 3. This recommendation will be considered by the UNCTAD Publications Committee, which includes UNCTAD senior management.
Status of implementation (implemented, in progress, not implemented)
Implemented (continuous process).
Description of actions actually taken or reason for actions not taken
Following the recommendations from the UNCTAD Publications Committee and the strategic priorities of the Division, subprogramme 3 carried out an exercise to streamline its publications programme. As a result, the proposed programme budget for 2020 presents publications under five new groups, as follows: <ol style="list-style-type: none"> Trade and sector-specific publications Trade, multilateralism and the Sustainable Development Goals Trade trends and policy in the international context Trade, market efficiency and consumer welfare; competition and consumer protection policy

(e) Trade, commodities, economic diversification and value addition.

Publications streamlining is a continuous process based on consultations with stakeholders. The Division will continue making efforts to optimize its publications programme with a view to continuing use of its resources effectively and sustaining its relevance.

In addition, research papers produced by the Division are available only in electronic format.

Impact of, or changes resulting from actions taken

Focus on relevance rather than quantity and effective and efficient use of available resources. In the case of the Competition and Consumer Protection Branch, for instance, publications have been revised to fully reflect UNCTAD mandates in the fields of competition and consumer protection in a balanced way, focusing on research that will support its consensus-building work and its technical cooperation activities. The Branch engages with the scholars and researchers from the universities participating in the UNCTAD research partnership platform on competition and consumer protection to write joint publications. This allows for exploration of topics that are important to our work on competition and consumer protection and reaching a more successful outcome. Information on the UNCTAD research partnership platform is available in the competition and consumer policies webpage.

Accepted evaluation recommendation

3. Broaden, as necessary, the policy alternatives for development in the elaboration of policy advice, publications, technical cooperation, parliamentary documents and other activities related to the subprogramme.

Action agreed in the management response

Recommendation accepted.

This may be done in conjunction with the new mandate from the fourteenth session of the United Nations Conference on Trade and Development, guided by the post-2015 agenda and Sustainable Development Goals, as well as outcomes of the following events in 2015: Conference on Financing for Development; Ministerial Conference of the World Trade Organization; and the United Nations Climate Change Conference.

Status of implementation (implemented, in progress, not implemented)

Implemented.

Description of actions actually taken or reason for actions not taken

DITC produces two notable reports annually, one on key statistics and trends in trade policy, and one on key statistics and trends in international trade. These analyses provide statistics and trends on topical trade policy issue of the day, such as on trade wars, and on recent international trade flows and participation of developing countries therein.

UNCTAD, with cooperating international agencies, also produces reports annually on the role and impact of trade on the Sustainable Development Goals that is captured in: (a) the annual reports on Financing for Development: Progress and Prospects by the Interagency Task Force Financing for Development, and (b) in the United Nations report on the Sustainable Development Goals and the Sustainable Development Goals indicators website. UNCTAD furthermore has raised awareness on the impact and implications of voluntary sustainability standards that have an impact on the price of products that carry such labels and the remuneration that is provided to producers of such products. UNCTAD implements projects in the Lao People's Democratic Republic, the Philippines and Vanuatu on commodities that can benefit from such labelling. UNCTAD also supports a partnership of United Nations agencies, the United Nations Forum on Sustainability Standards that raises awareness on these standards and supports the development of national platforms to address them, such as in Brazil, China, India, Mexico and other countries.

Another example is our work on the multi-year expert meeting on services. In 2018, with a view to contributing to the attainment of Sustainable Development Goal 6 on energy access and Goal 7 on water and sanitation services, we examined the role of trade and regional cooperation in contributing to the attainment of these Sustainable Development Goals and provided related policy recommendations, such as concluding energy-specific regional agreement to help energy-deficient countries and involving foreign professionals in improving water and sanitation since they are in acute need in developing countries and LDCs. The same meeting also examined the role of logistics services in reducing food losses to achieve Sustainable Development Goal 12. In our work on national services policy reviews, we emphasize the linkage between

many services sectors such as infrastructure services and professional services with the rest of economy and advise countries how to formulate sectoral policies that will not only enable these sectors to develop, but also allow them to create linkages with the rest sectors of the economy.

The creative economy programme produced several creative economy outlooks and country profiles. The latest outlook, published in 2019, outlines trends in the world trade of creative goods and, for the first time, services by country for the period 2005 to 2014, and provides an outlook on the global creative economy for the period 2002 to 2015. Creative goods and services country profiles have been created for 130 countries to capture global trade flows. They will be automated in the UNCTADStats database sections, accessible to all countries. In terms of policy recommendations, the report highlights potential opportunities for developing countries to increase their production, exports and share in creative industries markets. The report makes the point for increased public and private sector investment in creative industries.

Similar studies have also been published in previous years: Strengthening the Creative Industries for Development in the Republic of Korea (2017); the Creative economy outlook and Country profiles: Trends in international trade in creative industries (2016); Cabo Verde: Creative Economy – Leveraging culture and creativity for sustainable development (2016).

Impact of, or changes resulting from actions taken

These trade analyses inform policymakers, trade negotiators and trade practitioners on recent developments related to international trade and trade policies and help them develop policy stances to address possible challenges and take advantage of new trends. The media is also interested in reporting on some of the key findings of these reports to inform the general public on the role of trade in development. The reporting on trade's role in achieving the Sustainable Development Goals enables member States to monitor and assess progress towards the Sustainable Development Goals and to look into taking actions where progress in respect of trade is weak. The support on voluntary sustainability standards helps countries and their enterprises to consider best ways to benefit from such standards.

Furthermore, member States are, through the above-mentioned expert meeting on services, made to realize how trade, apart from other means, can help in attaining the Sustainable Development Goals 6, 7 and 12; countries benefiting from the services policy reviews are made aware of the importance of integrating services development into their national development strategy and how to formulate sectoral policies for the overall development of the economy.

In terms of creative economy, countries gain better transparency of the economic impact of creative industries, informed policy making and improved creative economies operational environment.

The Division recently completed a project “Supporting Member States in developing and launching sustainable product export strategies through national sustainable product export reviews” that was aimed at providing results-oriented capacity building activities to assist interested countries to devise national strategies and action plans to advance sustainable product export development. A recent final independent evaluation of the project found that 88 per cent of respondents to the survey agreed (66 per cent, or 21 out of 32 respondents) or strongly agreed (22 per cent, 7 respondents) that the information acquired through the project had the potential to contribute to or influence policymaking, initiatives, actions plans, strategy plans, etc.

Accepted evaluation recommendation

4. Link the trade and gender work programme more directly and enhance the advocacy function of the Trade and Gender Section in trade policy formulation initiatives, while retaining the specific identity of the Trade and Gender Section as the UNCTAD-wide lead on gender mainstreaming.

Action agreed in the management response

Recommendation accepted.

This is already being done, as the gender aspect is a core feature of all DITC activities. However, every effort will be made to enhance the advocacy function of the trade and gender practice in trade policy. The Trade and Gender Section will be further strengthened, supported and integrated in subprogramme 3.

Status of implementation (implemented, in progress, not implemented)

Implemented

Description of actions actually taken or reason for actions not taken

The Trade, Gender and Development Programme continues to have a strong advocacy function and has been at the forefront of promoting the inclusion of gender considerations in trade policy, providing numerous platforms in which national and international stakeholders explore policy options on how to make trade and trade policy gender inclusive. The Trade, Gender and Development team has continued to assist countries with the formulation and implementation of policies and accompanying measures that favour women's social and economic empowerment. It has done so by carrying out capacity-building, analytical and policy advocacy activities aimed at facilitating increased understanding of the trade and gender nexus. Besides organizing multi-stakeholders events at the occasion of International Women's Day, the Commission on the Status of Women, the World Trade Organization Public Forum in Geneva and the Aid for Trade Global Review, among others, the Trade, Gender and Development Programme has played an active role in the follow-up process to the implementation of the Buenos Aires Declaration on Trade and Women's Economic Empowerment, joined by over 120 World Trade Organization members and observers at the 11th Ministerial Conference of the World Trade Organization in Buenos Aires.

At the UNCTAD level, the programme has increasingly engaged in interdivisional and intradivisional cooperation with a growing number of projects and initiatives adopting a gender component and requiring the team's expertise. This is for instance the case of: (i) UNCTAD-TMEA project on Cooperation on Trade Facilitation and Trade and Gender; (ii) Project on Transparency in Trade Regulation and Facilitation in the Pacific Agreement on Closer Economic Relations (PACER) Plus; (iii) SECO-United Nations Cluster on Trade project: Upgrading horticulture supply and sustainable tourism in Myanmar; (iv) initiative by the Trade and Gender team and Statistics Branch to improve data and statistics for gender-responsive trade policy; (v) collaboration between the trade and gender team and Empretec team/DIAE on informal cross-border trade. The programme also organized a training for gender focal points in 2018 on mainstreaming gender in research (and gender sensitive policies). Moreover, at the DITC level, whenever relevant, the programme supports other teams in identifying possible ways of mainstreaming gender in their technical cooperation and analytical activities.

For instance, in the Creative Economy area, the cooperation with Afrodysee led to the participation at the roundtable "The role and impact of African creation and entrepreneurship in North-South trade" held in Geneva, on 7 February 2019. Women entrepreneurs in the fashion industry discussed the emerging African Fashion industry, challenges and opportunities for local development.

Also, through the UNCTAD MENA technical cooperation programme (2015-2019) gender issues were discussed for the first time in connection with competition and consumer policies.

The work of the Trade, Gender and Development Programme continues to rely significantly on extrabudgetary resources.

Impact of, or changes resulting from actions taken

Beneficiaries of UNCTAD capacity-building and online courses on trade and gender confirmed having considerably enhanced their understanding on the links between trade and gender and increased their capacities to formulate gender-sensitive trade policies.

The results of UNCTAD analytical, capacity-building and advocacy work on the trade-gender nexus have contributed to the global debate on trade and gender. Its expertise is increasingly requested by external partners, and its substantive inputs have contributed to the successful outcome of international, regional and national workshops and brainstorming, as well as publications produced by other institutions. For instance, the UNCTAD Trade and Gender Toolbox, a methodological framework to carry out ex-ante gender assessments, is being used by the EC Commission for its Sustainability Impact Assessments meant to assess the potential economic, social, human rights and environmental impacts of trade agreements under negotiation.

Also, increased awareness of how creative industries such as art, design, cinema, advertising, fashion and tourism can bring significant gains for developing countries and new job opportunities for women and youth. Therefore, the increasing inclusion of gender components into interdivisional projects and initiatives is successfully contributing to making the overall substantive work of UNCTAD more gender responsive.

Accepted evaluation recommendation

5. Explore to the extent possible potential cost efficiencies in hosting arrangements, logistics and schedules of regional courses of UNCTAD and the World Trade Organization.

Action agreed in the management response
Recommendation accepted. This will be implemented as much as practicable within the secretariat, in the context of the nature and timing of such activities.
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
Although the organization of regional course with the World Trade Organization has not been feasible yet, the trade negotiations and diplomacy branch of SP3 has harnessed opportunities to develop national workshops on services with WTO. The first joint national workshop will take place in Luanda, Angola during the last week of March. We will continue to seek synergies with WTO also in other areas as appropriate and when possible.
Impact of, or changes resulting from actions taken
The joint national workshop has allowed the subprogramme to strengthen relations with WTO in the area of services and to gain cost and resources efficiencies. For this workshop, UNCTAD has been tasked with the logistical arrangements whilst WTO provided the resource persons.

Accepted evaluation recommendation
6. Evolve methodologies for capturing environmental goods and services trade flows and explore, through the consensus-building pillar, member State consultations on potential tariff classifications for environmental goods and services; analyse environmental regulations in the context of non-tariff measures; and explore design of a policy tracker for all countries across key domains, using the same sources and tools as for data collection on non-tariff measures.
Action agreed in the management response
Recommendation partially accepted. This must be evaluated under resources related to the greening of international trade, generally, and work related to WTO negotiations on environmental goods and services, specifically. DITC will review the feasibility of a workshop exploring the design of a policy tracker.
Status of implementation (implemented, in progress, not implemented)
Partially implemented.
Description of actions actually taken or reason for actions not taken
In view of the adoption of the Sustainable Development Goals in 2015, DITC adjusted the orientation of the output to tracking non-tariff measures (NTMs) affecting Sustainable Development Goals linked to environmental goals. In this direction, DITC has been collecting NTMs data for 109 countries covering about 90 per cent of world trade, including environmental regulations. Within a United Nations Development Account Project on Statistics, DITC and United Nations ESCAP have been developing a detailed mapping of regulations (NTMs) associated with each Sustainable Development Goal and targets. For example, some of the technical measures, which are designed to protect health or environment may also impact trade and thus economic development. A more disaggregated analysis with respect to environment-related Sustainable Development Goals is being conducted and will be published in a joint UNCTAD–ESCAP report. The methodology will allow tracking progress of all countries towards achieving environment-related Sustainable Development Goals.
Impact of, or changes resulting from actions taken
This is a work in progress and DITC plans to release the report in October.

Accepted evaluation recommendation
7. Add the dimension of climate change, environment and sustainable development in all trade policy advice through joint workplans with TED.
Action agreed in the management response
Recommendation accepted. This is already under way, including planned collaboration between the Trade Analysis Branch and TED on the collection of data on non-tariff measures related to biodiversity-based goods.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
The collaboration between TED and the Trade Analysis Branch on non-tariff measures related to biodiversity-based goods resulted in the publication in early 2019 of several facts sheets for the European Union, USA, Switzerland, and Japan.
Impact of, or changes resulting from actions taken
Publication of four technical fact sheets on non-tariff measures applicable to biodiversity and biotrade products in the personal care, food and phytopharma sectors for export markets such as Japan, Switzerland, the United States of America and the European Union. The facts sheets were disseminated among the biotrade community to assist them with information about NTMs that need to be addressed in reaching these major markets. These facts sheets are available on the UNCTAD website and have been downloaded 82 times since they were published.

Accepted evaluation recommendation
8. Consider a pilot for joint programming with ALDC covering needs assessments, marketing and communications, mission coordination and planning, resource mobilization and implementation of trade-related capacity development projects, including the Enhanced Integrated Framework.
Action agreed in the management response
Recommendation accepted. DITC is already collaborating with ALDC on projects under the Enhanced Integrated Framework, such as the Diagnostic Trade Integration Study of Ethiopia. Previously, DITC worked on the studies for Cabo Verde (on creative industries) and the Gambia. Further collaboration, including the possibility of joint programming, will be explored with ALDC.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
DITC takes part in the UNCTAD-wide implementation of a European Union-funded project (Train for Trade II) supporting Angola, under the overall coordination of ALDC. Subprogramme 3 provides capacity-building support on trade policymaking, negotiations and analysis which includes addressing non-tariff measures. The commercial diplomacy subcomponent of project includes a first training workshop on trade policy and negotiations in the goods sector that was conducted from 29 October to 1 November 2018 in Luanda, Angola. It was attended by 56 participants from various government agencies of Angola, including a number of female participants. UNCTAD also produced a publication entitled The Cabo Verde Creative Economy: Leveraging culture and creativity for sustainable development. It includes some of the recommendations put forward by the UNCTAD/EIF study, "Cabo Verdean Economies: Empowering Vocations for New Development".

Impact of, or changes resulting from actions taken
<p>The project is ongoing. Experts in Angola have been trained on trade policy and non-tariff measures.</p> <p>Participants from Angola said the first training under the Angola project was helpful, but they need more training and more time to acquire enough knowledge in trade policy making and implementation including negotiations and use of trade data. Such needs were envisaged, and more training has been planned under the project.</p> <p>Regarding the above-mentioned publication on the creative economy of Cabo Verde, it contributed to The Integrated Strategic Plan for the Development of the Creative Economy in Cabo Verde elaborated by the Ministry of Culture now available on the UNCTAD website.</p>

Accepted evaluation recommendation
<p>9. Under donor-funded United Nations Inter-Agency Cluster on Trade and Productive Capacity projects, pilot memorandums of understanding with front-line agencies and build in mentoring and trade-related capacity development of resident agency staff by UNCTAD.</p>
Action agreed in the management response
<p>Recommendation accepted.</p> <p>The secretariat will review the feasibility of this recommendation, with implementation subject to the availability of projects and funding under the cluster.</p>
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
<p>When designing and implementing joint-programmes at the country level, UNCTAD, as coordinating agency of the United Nations Inter-Agency Cluster built (on a regular basis through regular phone calls, Skype calls and other means of communication such as audio and videoconferences) closer links as well as capacities of staff of United Nations resident coordinators offices (especially the non-resident agency coordination specialists and Heads of United Nations resident coordinators offices) to make sure that those staff understand the mandates, specificities, added value, expertise and richness of agencies such as UNCTAD on United Nations trade-related assistance.</p>
Impact of, or changes resulting from actions taken
<p>Those closer links between UNCTAD staff and experts, facilitated by the UNCTAD Technical Cooperation Section (main interface between UNCTAD and the United Nations resident coordinators offices worldwide) when delivering joint-programmes allowed a better understanding of the role of UNCTAD and the United Nations Inter-Agency Cluster partner agencies (especially the non-resident agencies) at the country level.</p>

Accepted evaluation recommendation
<p>10. Include offices of relevant and appropriate non-governmental organizations, aid institutions and bilateral aid agencies in invitations to relevant seminars and launch events.</p>
Action agreed in the management response
<p>Recommendation accepted.</p> <p>Subject to general UNCTAD rules for such invitations.</p>
Status of implementation (implemented, in progress, not implemented)
Implemented.

<p>Description of actions actually taken or reason for actions not taken</p> <p>Offices of relevant and appropriate non-governmental organizations, aid institutions and bilateral aid agencies have been invited to relevant seminars and workshops such as an annual Non-Tariff Measures Week.</p> <p>Representatives from relevant non-governmental organizations and development agencies are regularly invited to meetings, workshops and seminars organized on competition and consumer protection (e.g. technical cooperation projects; dissemination event for the results of the competition and consumer policy peer reviews; intergovernmental meetings; other UNCTAD events, such as e-commerce.) In this regard, we also organize joint events with relevant NGOs on both topics (e.g. Consumers International and CUTS).</p> <p>Also, the Ambassador of the European Union in Angola spoke at the first training workshop on trade policy and negotiations in the goods sector conducted in November 2018 under the European Union-funded Angola project.</p>
<p>Impact of, or changes resulting from actions taken</p> <p>These entities have brought valuable experiences that are shared with member States and help to develop policies and measures to boost trade. These agencies in turn benefit from the sharing of experiences with each other and with member States, which then helps them to improve their products and develop collaborative partnerships.</p> <p>For instance, the current practice in the Competition and Consumer Protection Branch allows for a wide participation of relevant stakeholders to its work and to the dissemination of products prepared. It generates improved understanding on competition and consumer protection, and it leads to additional acceptance of their contributions to economic growth, sustainable development and consumer welfare.</p>
<p>Accepted evaluation recommendation</p> <p>11. Subsume all publications and dissemination-related activities under an integrated communications plan, jointly with the Communications, Information and Outreach Unit, for key outputs from the three pillars, integrating electronic and social media tools for outreach and stakeholder engagement.</p>
<p>Action agreed in the management response</p> <p>Recommendation accepted.</p> <p>DITC is already working with the Communications, Information and Outreach Unit to strengthen the dissemination of activities. The elaboration of an integrated communications plan needs careful review within DITC and in discussion with the Unit.</p>
<p>Status of implementation (implemented, in progress, not implemented)</p> <p>Implemented.</p>
<p>Description of actions actually taken or reason for actions not taken</p> <p>DITC is currently developing an integrated communication plan for its work based on the UNCTAD communications strategy, which includes, inter alia, social media coverage of activities and publications.</p> <p>In 2019, as a result of a successful collaboration between the division and the Communications, Information and Outreach Unit, the publication <i>Key Statistics and Trends in Trade Policy 2018: Trade Tensions, Implications for Developing Countries</i> on trade tensions was widely covered by international media. The director delivered interviews for important worldwide broadcasting companies, including the BBC and Euronews. Other important news outlets such as CNN, CNBC, Al Jazeera, Reuters, as well as regional and well-known national newspapers also covered the report.</p> <p>Subprogramme 3 is planning future dissemination efforts such for the upcoming publication on inequality. It is also developing a plan for a social media campaign on fisheries subsidies.</p>
<p>Impact of, or changes resulting from actions taken</p> <p>Wide coverage of our work helps disseminating the division's work and its relevance. It also has a long-term impact on establishing partnership with main stakeholders and on fundraising.</p>

The publication “Key Statistics and Trends in Trade Policy 2018” recorded 4,277 downloads in February 2019 alone, compared to a total of 1,240 downloads from May (publication month) to December 2018, for the 2017 version of the report.

Accepted evaluation recommendation

12. Formulate, with external support if necessary, biennial work programmes using results-based management best practices, and select more concrete indicators corresponding to overarching economic, social and environmental goals and targets enshrined in sustainable development goals.

Action agreed in the management response

Recommendation accepted.

A review of the performance indicators contained in the UNCTAD biennial programme plan is scheduled for the fourth quarter of 2015, in accordance with efforts by UNCTAD to mainstream results-based management. However, revisions to the plan must be considered in the context of the results-based budgeting framework of the United Nations. In addition, the final plan is subject to review and endorsement by appropriate intergovernmental bodies.

Status of implementation (implemented, in progress, not implemented)

Implemented (continuous process).

Description of actions actually taken or reason for actions not taken

This is ongoing in technical cooperation activities as well as programme planning, and actions taken towards strengthening a results-based management approach to the work of the subprogramme were also presented in the response to recommendation 1

As reported earlier, many programmes within the Division have participated in the UNCTAD RBM training workshops. The workshops included coaching on RBM principles and tools, indicators and monitoring plans. [Toolbox programmes](#) (services policy reviews, trade policy framework reviews, non-tariff measures, national green export reviews, accession to the World Trade Organization, Pan-African Cotton Road Map, BioTrade Initiative, voluntary peer reviews on competition law and policy, and Trade Gender and Development Programme) developed result frameworks that are aligned to the Sustainable Development Goals.

The house-wide planning of the 2020 programme budget was also based on RBM best practices and alignment with the Sustainable Development Goals.

Impact of, or changes resulting from actions taken

A new programme plan for 2020 that incorporates the subprogramme strategic priorities.

As an example, following the RBM training, the Competition and Consumer Protection Branch prepared a results-based framework and accompanying monitoring plan. The framework refers explicitly to the contribution of competition and consumer policies to achieve the Sustainable Development Goals in all its technical cooperation proposals to approach donors and development agencies.

Accepted evaluation recommendation

13. In the design and prioritization of technical assistance, consider country capacities and willingness to assume implementation commitments in regulatory, policy and institutional reforms and to report results to the Trade and Development Board.

Action agreed in the management response

Recommendation accepted.

This will be kept in context while conducting country-level technical assistance activities and in discussion with country representatives, upon receipt of requests for technical assistance from UNCTAD.

Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
<p>This is ongoing in technical assistance activities implemented by DITC.</p> <p>For instance, consultations with beneficiary Governments resulted in prioritization of trade-related technical assistance and capacity-building, for example in the context of the services policy review for Paraguay, World Trade Organization accession negotiations for Belarus and the Comoros and implementation of policy recommendations in the trade policy framework for Botswana conducted in 2016.</p> <p>In addition, voluntary peer reviews on competition (since 2005) and consumer protection (since 2018) illustrate the countries' commitments and ownership of the outcome when assessing the impact of these exercises. In 2017 and 2018, the Competition and Consumer Protection Branch conducted the voluntary peer review of competition law and policy of Argentina (2017) and Botswana (2018), both of which were funded by the above-mentioned countries, highlighting their willingness to learn from these exercises and improve their policies. In both cases, the peer reviews contributed significantly to the review of national competition laws.</p>
Impact of, or changes resulting from actions taken
<p>Technical assistance is carried in countries where there is capacity to implement and absorb the support from UNCTAD. This is demonstrated by the uptake of UNCTAD policy recommendations in several instances. For example:</p> <ul style="list-style-type: none"> • The services policy review for Paraguay enabled the country to adopt a more strategic approach to services sector development. The country implemented some of the policy recommendations in the services policy review conducted with UNCTAD assistance by taking them into account in the formulation of its first-ever national services development plan in 2018, e.g. development of services-related statistics to support evidence-based policies and strengthening institutional coordination on services, particularly to engage the private sector. • Assistance to Belarus and the Comoros helped these countries' participation in accession negotiations and hence advancement of their accession process. • Botswana planned in 2018 to implement some of the policy recommendations in the trade policy framework, such as autonomously lowering import tariffs on industrial goods and inputs with a view to promoting industrial development and hence promoting economic diversification of the country.

IV. External evaluation of subprogramme 4: Technology and logistics⁴ (2017)

A. Status in brief

Total number of recommendations addressed to, and accepted by the secretariat:	
6 accepted	
Implemented	5 of 6 recommendations
In progress	1 of 6 recommendations
Not implemented	0 of 6 recommendations

⁴ TD/B/WP/287, External evaluation of UNCTAD subprogramme 4: Technology and logistics; TD/B/WP(75)/CRP.2, Supporting materials; and TD/B/WP(75)/CRP.1, Management response to the external evaluation of UNCTAD subprogramme 4: Technology and logistics.

B. Status in detail

Accepted evaluation recommendation
1. Given the expanded mandate provided by the Nairobi Maafikiano, consider ways of prioritizing existing resources and restructuring, if necessary, to support UNCTAD work on e-commerce, the digital economy and [science, technology and innovation] for sustainable development.
Action agreed in the management response
<p>Recommendation accepted.</p> <p>The management strongly concurs with the evaluation's finding that, to deliver on the work programme and increased demand from beneficiaries on e-commerce, digital economy and science, technology and innovation, the Division on Technology and Logistics will need more human and financial resources than currently at its disposal. The UNCTAD secretariat will explore prioritizing resources to fulfil this recommendation.</p> <p>In addition, the Division is actively seeking additional resources and is in the process of securing additional human resources through the mobilization of several generous contributions from member States, including through the Junior Professional Officers programme. The Division is also engaged in active discussions with several donors for additional extrabudgetary resources for technical assistance using a programmatic, long-term approach, including for e-commerce and the digital economy (e-trade readiness assessments and other capacity-building activities for e-commerce for development) and science, technology and innovation. The secretariat invites countries in a position to do so to consider providing additional extrabudgetary resources in support to UNCTAD work on e-commerce, the digital economy and science, technology and innovation for sustainable development.</p>
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken or reason for actions not taken
A number of steps have been taken, both at the secretariat and at the Division levels, to make additional resources available to the e-commerce and the digital economy and the science, technology and innovation (STI) programmes. These have included securing Junior Professional Officers and repositioning of staff within the Division, as well as staff moved to the Division on a temporary basis. A gap remains to completely fulfil the expanded mandate from the Nairobi Maafikiano.
Impact of, or changes resulting from actions taken
The use of temporary resources has helped to partially meet the demands of the growing workload related to the e-commerce and the digital economy and the science, technology and innovation programmes but it does not mitigate the need for a longer-term, sustainable solution to the staffing situation.

Accepted evaluation recommendation
2. Evaluate, improve and enforce the UNCTAD results-based management framework. At the Division level, ensure strict and consistent implementation throughout its portfolio.
Action agreed in the management response
<p>Recommendation accepted.</p> <p>Within its capacity, the Division will fully cooperate with UNCTAD-wide efforts to improve and enforce the organization's results-based management framework. The internal assessment of the one-year results-based management pilot for technical cooperation is currently being finalized through the UNCTAD Project Review Committee. Proposed steps for strengthening the results-based management framework include more training, an information technology-based project management and reporting tool, and more comprehensive programme monitoring and evaluation plans. The Division will provide inputs to the assessment as required and ensure strict and consistent implementation of the enhanced results-based management framework, in dialogue with project managers and the Technical Cooperation Section.</p>

Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
The Division fully complies with UNCTAD-wide RBM efforts. In addition, the Division has undertaken to develop a new RBM framework for the e-commerce and the digital economy work programme to enhance the RBM monitoring and reporting and facilitate its fundraising. The Trade Facilitation and Transport Sections have also developed results frameworks and monitoring plans. Overall, the Division is committed to implementing RBM but lack sufficient resources for monitoring and evaluation.
Impact of, or changes resulting from actions taken
Strengthened adherence to RBM practices in the Division. For example, the trade facilitation team organized a focus group meeting in November 2018 on the side lines of the First African Forum for National Trade Facilitation Committees as part of a self-evaluation exercise. The event brought together national trade facilitation committee (NTFC) representatives that have in recent years benefited from UNCTAD technical assistance to discuss what in particular they found useful, what worked and what did not. This exercise helped to identify the topics, skills and the type of projects that could support NTFCs in sustaining results, and to further strengthen the NTFC technical cooperation programmes. There is growing interest among some donors to support the e-commerce and the digital economy work programme, but there is still a funding gap to be bridged.

Accepted evaluation recommendation
3. Develop and implement a detailed fundraising plan with differentiated strategies by different types of donors, including the private sector.
Action agreed in the management response
Recommendation accepted. The Division will examine various strategies for fundraising in close consultation with the Technical Cooperation Section and prepare and implement a fundraising plan. In this regard, the Division will also seek to develop partnerships more systematically with the private sector, while ensuring the neutrality and independence of UNCTAD. The secretariat will secure temporary resources to support the efforts of the Division in implementing this recommendation.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
At the secretariat level, efforts have been made to develop an integrated fundraising strategy. This includes the creation of a database to track all technical assistance projects by member States, including those for which funding needs to be identified. The Division has worked with the Technical Cooperation Section in developing several strategies for fundraising. As a result, the Division has managed to diversify the sources of its funding by attracting new development partners and institutions, while maintaining the support from its traditional partners. Some of the Division's programmes, including the Automated System for Customs Data (ASYCUDA), Train for Trade, science, technology and innovation policy reviews, are increasingly funded directly by beneficiary countries. When relevant, the Division continues to explore possibilities to raise resources from the private sector, within the framework of United Nations rules and regulations.
Impact of, or changes resulting from actions taken
Diversification in sources of funding in various areas (e-commerce, science, technology and innovation, sustainable transport and trade facilitation).

Accepted evaluation recommendation
4. Develop and implement an evidence-based results communications strategy, targeting a diverse audience.
Action agreed in the management response
Recommendation accepted. In close collaboration with the Communication, Information and Outreach Section, the Division will undertake to develop a comprehensive communications plan that better informs a diverse audience of its results. The secretariat will secure temporary resources to support the efforts of the Division in implementing this recommendation.
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken or reason for actions not taken
The Division recruited an expert to help devise an evidence-based communication plan and provide support in better communicating a number of key activities, including the E-commerce Week, the United Nations Commission on Science and Technology for Development, flagships publications, ASYCUDA country cases, as well as other major events. The expert also provided training and helped develop tailored social media outreach for Division's large programmes, including e-commerce and the digital economy, science, technology and innovation, maritime transport, ASYCUDA and Train for Trade.
Impact of, or changes resulting from actions taken
The Division is now in a better position to communicate on the impact of its work to a diverse audience. It has established benchmarks in terms of its visibility in the social media for some of its major products, which allows for monitoring impacts and improving outreach activities.

Accepted evaluation recommendation
5. Enhance the delivery of technical assistance in the form of sustainable programmatic interventions with clear intervention logics.
Action agreed in the management response
Recommendation accepted. The Division will seek to further develop long-term, sustainable programmatic interventions in its technical assistance activities. This may take the form of trust fund approaches to funding, which allow multi-donor, multi-year approaches to enhance longer term impacts and sustainability of results. The Division has already taken steps in that direction, with trust fund approaches allowing for long-term interventions, for example in the areas of ASYCUDA, trade facilitation and ICT for development. Project managers may need more training for developing these interventions.
Status of implementation (implemented, in progress, not implemented)
Implemented (continuous process).
Description of actions actually taken or reason for actions not taken
The Division adheres to a multi-year programmatic approach to delivering its technical cooperation programme. For example, the new RBM framework developed for its work on e-commerce and the digital economy included the creation of a trust fund for this area of work, with a view to facilitate a long-term programmatic intervention. This approach is being adopted by other programmes in the Division as staff undergo RBM training. Other DTL programmes that are using multi-year, multi-donor, multi-beneficiary technical cooperation include Train for Trade and trade facilitation. In addition, the division is increasingly ensuring follow-up activities after projects are completed, to ensure the sustainability of its technical cooperation.

Effective success on this recommendation will ultimately depend on member States support in funding multi-year programmatic interventions.
Impact of, or changes resulting from actions taken
This is a continuous process, and the benefits would become visible over a period of time.

Accepted evaluation recommendation
6. Make increasing use of regional approaches where challenges are most effectively addressed through regional organizations.
Action agreed in the management response
Recommendation accepted. The Division will make further use of regional approaches where challenges are most effectively addressed through a regional framework or in partnership with regional entities. As identified by the evaluation report, such regional approaches are already being widely used by various programmes in the Division.
Status of implementation (implemented, in progress, not implemented)
Implemented (continuous process).
Description of actions actually taken or reason for actions not taken
DTL is increasingly making use of regional approaches and further reinforcing long-standing partnerships with regional organizations. DTL is implementing regional-level projects in the areas of trade facilitation, sustainable transport, e-commerce and the digital economy, science, technology and innovation, ASYCUDA and capacity-building (paragraph 166 course).
Impact of, or changes resulting from actions taken
This is a continuous process. Activities organized at a regional level allow for tackling common challenges, sharing relevant experience and cross-country networking. For example, many trade facilitation challenges and solutions require coordination among neighbouring countries at the regional level. Implementing activities at the regional level also translates into significant economies of scale.

V. External evaluation of subprogramme 5: Africa, least developed countries and special programmes⁵ (2018)

A. Status in brief

Total number of recommendations addressed to, and accepted by the secretariat: 7 accepted	
Implemented	1/7 recommendations
In progress	6/7 recommendations
Not implemented	0/7 recommendations

⁵ TD/B/WP/292, External evaluation of UNCTAD subprogramme 5: Africa, least developed countries and special programmes; TD/B/WP(76)/CRP.2, Supporting materials; and TD/B/WP(76)/CRP.1, Management response to the external evaluation of UNCTAD subprogramme 5: Africa, least developed countries and special programmes.

B. Status in detail

Accepted evaluation recommendation
1. ALDC is encouraged to continue rebalancing its portfolio and to fine-tune its strategy by increasing emphasis on technical cooperation and follow-up support. UNCTAD should undertake an evaluation to revisit workplans and budgets, to inform interdivisional resource (re)allocations.
Action agreed in the management response
Recommendation accepted. ALDC will seek to further its engagement to increase its technical cooperation work, subject to the availability of additional human and financial resources. Subprogramme 5 will continue to use the findings of its analytical research to propose evidence-based policies and design more effective technical cooperation strategies. Management agrees to undertake an internal UNCTAD-wide evaluation of the workplan and human and financial resources to guide the operations of the secretariat and to inform future programme budget submissions of UNCTAD to the Fifth Committee of the General Assembly, to ensure the full, efficient and effective implementation of UNCTAD mandates.
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken, planned, or reason for actions not taken
<ul style="list-style-type: none"> The Division has increased its research-based technical cooperation work. Drawing on the analytical findings and policy recommendations contained in the UNCTAD flagship publications produced by the Division and other research, it has drafted several technical cooperation projects and is actively looking for funding, including on migration, geographical indications, duty-free and quota-free market access, energy and productive capacity development. Human and financial resource constraints continue to hinder the Division's capability to implement the above technical cooperation projects and limits ALDC capacity to continue to undertake its excellent research. The Division has started a fundraising campaign with traditional and non-traditional donors through sensitization letters on all the activities undertaken by the Division, as well as bilateral and group meetings. UNCTAD management recognizes the merits of undertaking the assessment recommended and has been exploring possible modalities for it. At the same time, the resource environment of the United Nations Secretariat has not been conducive, with budget cuts faced by all entities. Moreover, pending clarity on United Nations reform and its implications, UNCTAD management remains committed to ensuring efficient stewardship of its resources and will undertake the assessment in due course.
Impact of, or changes resulting from actions taken
<ul style="list-style-type: none"> Drawing from the policy recommendations included in the <i>Economic Development in Africa Report 2015: Unlocking the Potential for Africa's Trade in Services for Growth and Development</i>, the Division has prepared a technical cooperation project titled, "Strengthening services trade policy-making for Africa's integration into global value chains in support of the 2030 Agenda", which is currently being implemented in six African countries, jointly with the United Nations Economic Commission for Africa (UNECA). A train-the-trainers seminar, organized in February 2019, for example, sought to support African member States to acquire the necessary skillset to measure and monitor services trade value chains. The Division is undertaking an active fund-raising campaign to replenish the LDC Trust Fund. If successful, it would enable the Division to implement more capacity-building and technical cooperation activities at the national level in support of the LDCs.
Accepted evaluation recommendation
2. ALDC should make sustainability considerations an integral part of its interventions, as follows: (a) build in thematic continuity in research and programmatic continuity in technical cooperation; (b) ensure periodic follow-up and synergies in research and technical cooperation interventions.

Action agreed in the management response
<p>Recommendation accepted.</p> <p>Within its capacity, and subject to funding availability, subprogramme 5 will further develop synergies in its research and technical cooperation interventions. ALDC has already begun to implement this recommendation. For example, the creation of regional centres of excellence, including the centres of excellence on fisheries in Mauritius and Viet Nam, for countries in Africa and Asia, respectively, aims to provide some of the follow-up and sustainability-related support highlighted in the evaluation. In addition, ALDC develops its technical cooperation programmes based on the findings in flagship reports and other publications. For example, based on the research findings in the <i>Economic Development in Africa Report 2017</i>, subprogramme 5 prepared a United Nations Development Account project to support the upgrading of services sectors in Africa, including tourism, financial services and logistics.</p>
Status of implementation (implemented, in progress, not implemented)
Implemented.
Description of actions actually taken, planned, or reason for actions not taken
<ul style="list-style-type: none"> • To build programmatic continuity of its technical cooperation activities, the Division facilitated the creation of Centres of Excellence to help enhance and diversify LDCs' exports with the following institutions: Nha Trang University, Viet Nam; the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping of Mauritius; the Royal Tropical Institute, the Netherlands; and the European University Institute in Florence, Italy, on rules of origin. The Division designed several training modules, using its flagship reports and other research materials to upskill various participants from Africa and Asia, as well as Geneva-based LDC delegates. • As a follow up the research carried out in the United Nations Development Account project, "Building the capacities of selected LDCs to upgrade and diversify their fish exports", UNCTAD in cooperation with the International Maritime Organization (IMO) and the Common Fund for Commodities (CFC), organized a "Brainstorming Meeting on Impact Financing in the Fisheries and Aquaculture Sector in Structurally Weak and Vulnerable Economies" in London on 14 November 2018. The meeting brought together representatives of development finance institutions, impact investors and environmental labelling organizations to brainstorm on how to attract more impact investment to the fisheries and aquaculture sector in LDCs. • All the research and policy analysis work carried out by the Division aims at analysing the same topic of how to best support least developed countries (LDCs), African countries, landlocked developing countries (LLDCs) and small island developing States (SIDS) in developing their domestic productive capacities and undertaking structural transformation and economic diversification that would enable them to grow and develop. This is an umbrella topic that is then analysed from different angles every year. For example, <i>The Least Developed Countries Report 2018</i> focused on the role of entrepreneurship for structural transformation, while <i>The Least Developed Countries Report 2017</i> was on transformational energy access. Furthermore, the <i>Economic Development in Africa Report 2018</i> was on migration for structural transformation. • Drawing on the Division's innovative research and policy recommendations, several technical cooperation project documents have been drafted on enhancing the impact of intra-African migration on trade and structural transformation (building on the policy recommendations of the <i>Economic Development in Africa Report 2018</i>) and on transformational energy for sustainable development in LDCs (building on <i>The Least Developed Countries Report 2017</i>). • In 2018, ALDC published, a compendium of policy options for least developed countries to achieve the 2030 Agenda for Sustainable Development, which comprises several goals which explicitly refer to income growth, employment creation and industrialization. <i>Achieving the Sustainable Development Goals in the Least Developed Countries: A Compendium of Policy Options</i> draws on policy recommendations and finding from UNCTAD flagship reports of the previous 15 years. • The Division has worked extensively on supporting LDCs in improving their market access and the use of trade preferences. The UNCTAD <i>Handbooks on Duty-Free and Quota-Free Market Access and Rules of Origin for LDCs</i> (Parts I and II), originally published in 2009 were revised and updated in 2018 to reflect the latest policies and preferences. Work is ongoing to develop an additional handbook on ASEAN countries. These Handbooks have been used to train Geneva and capital city-based LDC delegates for negotiations during the sessions of the WTO Committee on Rules of Origin, and to support LDCs during the WTO negotiations on rules of origin.

Impact of, or changes resulting from actions taken

More than 75 delegates from various African and Asian LDCs and developing countries were trained in how to harness the potential of the fisheries sector for socioeconomic development. An evaluation of the project is underway, and its report is expected during the second half of 2019.

The Minister Counsellor of the Permanent Mission of the United Republic of Tanzania, in a communication shared with the Division on 17 October 2018, recognized UNCTAD support to the LDC Group at the WTO, highlighting that the “effective participation [during the Committee on Rules of Origin meeting held in October 2018] was surely possible with the support of the ALDC team”.

Accepted evaluation recommendation

3. UNCTAD and ALDC should develop strategies for raising extrabudgetary resources to increase the technical cooperation portfolio, to better meet stakeholder needs.

Action agreed in the management response

Recommendation accepted.

The secretariat has previously presented two resource mobilization strategies for consideration by member States, in 2011 and 2013. Building on these proposals, the secretariat will undertake renewed efforts to develop a comprehensive extrabudgetary resource mobilization strategy and funding mechanism. Aligned with an UNCTAD-wide fundraising strategy, ALDC will formulate a coherent strategy to secure additional extrabudgetary resources for technical assistance, focusing on a programmatic approach to building productive capacities and fostering structural transformation 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).

As noted by the evaluation, ALDC has secured additional resources to support the implementation of technical cooperation activities, including a comprehensive, multidivisional programme to promote economic diversification in Angola through a joint European Union–UNCTAD project. ALDC will continue to examine various strategies for fundraising and continue to pursue multi-donor, multi-year approaches, to enhance the longer-term impact and sustainability of results. This will require close cooperation with other divisions and the Technical Cooperation Section. The secretariat invites countries in a position to do so to consider providing additional extrabudgetary resources, including through the Trust Fund for the Least Developed Countries, in support of the work of UNCTAD.

Status of implementation (implemented, in progress, not implemented)

In progress.

Description of actions actually taken, planned, or reason for actions not taken

- The Division has developed a new programmatic strategy aimed at enhancing the outreach and dissemination of its activities and has started an intensive fund-raising campaign with traditional and non-traditional donors, including the replenishment of the LDC Trust Fund.
- ALDC has carried out efforts to engage with member States who are former donors to the LDC Trust Fund, as well as other member States who may be in a position to donate. As part of this process, ALDC prepared a revised version of the terms of reference for the Trust Fund and shared them with member States. The revised terms of reference more fully capture the mandates given to UNCTAD in the Nairobi Maafikiano and are aligned with the goals of the 2030 Agenda for Sustainable Development. A series of bilateral follow-up meetings with delegates and group representatives have been conducted to further discuss the Division’s activities and future funding.
- The Division has developed an innovative and holistic technical assistance programme (Train for Trade II) which encapsulates the enhanced programmatic approach to development pioneered by the Division and draws on the breadth and depth of UNCTAD in-house technical expertise across relevant divisions. Draft proposals for these types of comprehensive programmes have already been shared with potentially interested member States, including Botswana and Rwanda.
- The Division has submitted and/or is preparing several projects for funding consideration under the Enhanced Integrated Framework.

- A paper on a funding mechanism in support of technical cooperation was presented at the seventy-sixth session of the Working Party in September 2018 titled “[Funding mechanism for pending technical cooperation requests received by UNCTAD](#)” (TD/B/WP(76)/CRP.3).

Impact of, or changes resulting from actions taken

Too soon to assess.

Accepted evaluation recommendation

4. The management of UNCTAD and ALDC should develop an overarching road map for increased partnerships and collaboration at the institutional level, as follows: (a) increase incentives for staff to actively seek collaboration, both in-house and with other United Nations entities; (b) institutionalize and strengthen collaborations with other United Nations agencies; and (c) increase the number of United Nations country teams in areas in which UNCTAD carries out substantial work.

Action agreed in the management response

Recommendation accepted.

This recommendation is already being implemented. ALDC has actively taken substantial steps to develop partnerships, including for technical cooperation projects and research and analysis initiatives. In addition, ALDC has drafted a model business plan to enhance partnerships. Further efforts will be made to institutionalize and strengthen ongoing partnerships with United Nations entities and donors. Subprogramme 5 has collaborated with the United Nations Economic Commission for Africa on various research initiatives, including a project on socioeconomic prospects for the Sahel and a Development Account project on services trade in Africa. ALDC has also organized joint events with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States on energy in the least developed countries and with the United Nations Economic Commission for Africa on policy options for countries in East Africa. Building on the initiatives detailed by the secretariat in its report entitled *From Actions to Results: Implementation of the Nairobi Maafikiano in a Changing Environment*, UNCTAD will build on the creation of smart partnerships and draft a road map for intensifying cooperation. In line with the ongoing United Nations development system reform and the enhancement of country teams, UNCTAD will endeavour to increase its presence on country teams in all countries in which it carries out substantial work, including through the United Nations Inter-Agency Cluster on Trade and Productive Capacity.

Status of implementation (implemented, in progress, not implemented)

In progress.

Description of actions actually taken, planned, or reason for actions not taken

- UNCTAD, through the Division, has expanded its partnerships with leading research and development institutions including the Nha Trang University of Viet Nam, the Royal Tropical Institute (KIT), the European University Institute in Florence, Italy, and the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping of Mauritius. Further memorandums of understanding are being pursued with the Environment for Development Initiative (EfD) at the University of Gothenburg (Sweden) and with SOAS University of London.
- In 2018, the Division has undertaken several activities aimed at increasing collaboration with other institutions:
 - It has supported the Group of Landlocked Developing Countries (LLDCs) in their preparations for the Midterm Review of the Vienna Programme of Action (VPoA) for the LLDCs for the Decade 2014–2024, to be held in 2019. Events were developed in partnership with Common Fund for Commodities (CFC) and with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS). UNCTAD, in cooperation with United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and United Nations Economic Commission for Europe (UNECE), organized a “Regional Expert Group Meeting on Midterm Review of the VPoA”.
 - It has prepared a chapter on “Policies and strategies to foster productive capacities and structural economic transformation in Sahel countries” as a contribution to the UNECA report on *Socioeconomic Prospects for the Sahel*. This chapter examined how the Sahel could further enhance its economic

potential through the strengthening of its productive capacities.

- As mandated by the UN General Assembly and as part of the Division's support to the Committee for Development Policy (CDP)/ Department of Economic and Social Affairs (DESA), ALDC prepared Vulnerability Profiles for Bhutan, Kiribati, Nepal, Sao Tome and Principe, Solomon Islands and Timor-Leste, and shared these findings with the CDP and the countries that have been identified as meeting the graduation criteria.
- The Division created partnerships with member States (Morocco and Rwanda), notably for the organization of entitled "High-level Panel on Migration and Structural Transformation in Africa", on the margins of the United Nations General Assembly in September 2018.
- The Division has also enhanced its UNCTAD-wide coordination role through the European Union–UNCTAD Joint Programme of Support for Angola: Train for Trade II, which leverages UNCTAD-wide expertise to support the country in diversifying its economy and expanding its export structure. ALDC takes the lead of the overall management and coordination of the project's seven components and supports the project teams across the different divisions of UNCTAD in its implementation.
- ALDC has worked with the UNCTAD Technical Cooperation Section when liaising with United Nations country teams by ensuring that the work carried-out by ALDC under the Enhanced Integrated Framework is well coordinated with UNCTAD overall work under the United Nations Development Assistance Frameworks (UNDAFs). This approach that started on an ad hoc basis (in Rwanda and later on in the United Republic of Tanzania) at the time of the "Delivering as one" pilot countries is now systematically applied. For instance, in 2018–2021, UNCTAD assistance in Myanmar is benefiting from an increased collaboration between the Division and the Technical Cooperation Section, with UNCTAD leading an inter-agency joint programme developed with the UNIDO, ILO and ITC.

Impact of, or changes resulting from actions taken

The Vulnerability Profiles, prepared by UNCTAD provide detailed analysis to CDP members in four areas: information on the country's economic and development situation; comparisons of the indicators used in the CDP criteria with relevant national statistics; assessment of the country's vulnerability to the impacts of external economic and natural shocks, beyond the criteria of the Economic Vulnerability Index (EVI); and indications of structural economic and social features that can be of relevance to graduation. These profiles are important inputs to the CDP deliberations and are considered in their report to the United Nations Economic and Social Council.

As a result of UNCTAD collaboration with the UNECA on the report, *Socioeconomic Prospects for the Sahel*, the document now discusses the concept of productive capacities and why they are fundamental for growth and development, as well as includes selected policies in support of productive capacity development, first focusing on fundamentals, then on selected sectoral policies which have potential for fostering economic diversification, structural transformation and employment generation. ALDC inputs enhanced the policy options available to member States, as the work provided a series of policy recommendations for strengthening productive capacities in the Sahel.

On 10 October 2018, the Permanent Mission of Morocco to the United Nations in Geneva sent a note verbale that applauded the fruitful partnership with UNCTAD on the organization of the High-level Panel on Migration and Structural Transformation in Africa on the margins of the General Assembly in September 2018. In particular, subprogramme 5 was recognized for its high-quality contributions towards the successful organization of the event, which focused on a topical subject on the international development agenda.

Accepted evaluation recommendation

5. UNCTAD should consider a matrix organizational structure for its office in Addis Ababa. The office should continue to report directly to the Office of the Secretary-General yet should also have stronger linkages and reporting responsibilities to the Director of ALDC.

Action agreed in the management response

Recommendation accepted.

UNCTAD management welcomes efforts to further define integration and synergies between ALDC and the Regional Office for Africa. Under the coordination of the Office of the Secretary-General and in compliance with the terms of reference of the Regional Office, ALDC will strive to work towards building a clear communications channel and mechanism for information sharing between subprogramme 5 and the Regional Office. Subprogramme 5 will explore the increased use of technology to support productivity gains and

develop stronger linkages and closer collaboration with the Regional Office.
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken, planned, or reason for actions not taken
<ul style="list-style-type: none"> ALDC worked closely with the UNCTAD Regional Office for Africa and the UNCTAD New York Office in the dissemination of its research and policy guidance. In the run-up to the adoption of the Global Compact for Migration, UNCTAD hosted a high-level informal dialogue on African migration at the African Union Commission in Addis Ababa, Ethiopia, with African Union commissioners and the Ambassador of Morocco. The UNCTAD Regional Office for Africa in Addis Ababa collaborated to provide logistical support. The secretariat is in the process of updating the terms of reference for the Regional Office for Africa. The updated terms of reference are aimed at improving coordination and synergies between UNCTAD headquarters and the Regional Office and will also clarify direct linkages between the Regional Office and ALDC. The updated terms of reference can be shared in due course.
Impact of, or changes resulting from actions taken
Too soon to assess.

Accepted evaluation recommendation
6. ALDC should institute the systematic collection of data on its purported impacts and outcomes, as follows: (a) improve the results-based monitoring system for the better measurement of outcomes and impacts; (b) involve member States and partner agencies in monitoring and evaluation; and (c) assign specific results-based management roles and responsibilities to staff and partners.
Action agreed in the management response
<p>Recommendation accepted.</p> <p>ALDC will attempt to implement this recommendation in cooperation with UNCTAD-wide efforts to evaluate, improve and enforce the results-based management framework to support the measurement of outcomes and impacts. In line with enhanced UNCTAD-wide strategies for technical cooperation proposals, improved results-based management and monitoring strategies are already incorporated into all subprogramme 5 project proposals. UNCTAD may need to provide further training and capacity-building to all staff to enhance the quality of data reported. Subprogramme 5 will endeavour to keep member States informed and will engage in continued dialogue to provide information on programmes and updates on project activities.</p>
Status of implementation (implemented, in progress, not implemented)
In progress.
Description of actions actually taken, planned, or reason for actions not taken
<ul style="list-style-type: none"> The Division continues to follow UNCTAD guidelines for including improved results-based management (RBM) and monitoring strategies in all technical cooperation proposals. The technical cooperation focal point in the Division, in cooperation with UNCTAD Technical Cooperation Section, reviews all proposals to ensure that monitoring and evaluation plans are included. The Division has also identified a RBM focal point, who will liaise with the Evaluation and Monitoring Unit, and the UNCTAD RBM focal point. In alignment with UNCTAD-wide efforts to improve and enforce the results-based management framework at the organizational level, ALDC staff members participated in a two-day RBM training course (13–14 September 2018). ALDC staff members were coached on RBM principles and tools, indicators and monitoring plans. As a result of the training, a results framework for the Division was drafted. The Division

continues to work with the UNCTAD RBM focal point to refine the draft results framework.

- Aiming at having more data⁶ available to evaluate the impacts of the Division's outputs, ALDC has undertaken the following activities:
 - ALDC has endeavoured to improve its communication channels with member States and the broader public. With the support of the Communications, Information and Outreach Section, the Division undertook an extensive review and updating of its UNCTAD website (<https://unctad.org/ALDC>). Events, activities, impact stories, news and forthcoming meetings are regularly posted online and disseminated through the UNCTAD calendar of events. Moreover, the Division's publications, including flagship publications, background documents and supporting materials (annexes and statistical tables) are shared in a timely fashion through the website.
 - ALDC has increased its use of social media channels, including YouTube and Twitter, to share the results of programmes and activities.
 - Together with the Communications, Information and Outreach Section, the Division has contacted United Nations Information Centres in the LDCs, LLDCs and SIDS (and offices that cover these country groupings) to find ways to better engage and communicate our work at country level.
- The Division organized high-level dialogues in New York and Addis Ababa to disseminate the findings of UNCTAD research and policy guidance contained in the flagship reports produced by the Division. In addition, ALDC organized retreats for Ambassadors of landlocked developing countries (December 2018 in New York and January 2019 in Geneva) to engage with member States on the preparations for the midterm review of the Vienna Programme of Action which will take place in 2019.

Impact of, or changes resulting from actions taken

The Division has come into further compliance with the UNCTAD-wide efforts to improve and enforce a results-based management framework.

Member States, Ambassadors and key delegates in Geneva, New York and Addis Ababa have been more fully briefed on ALDC work and made aware of the policy guidance on key issues in the international trade and development agenda.

ALDC has also received positive feedback from member States during various sessions of the Trade and Development Board and Working Party that thanked the Division for its efforts to enhance communication.

Accepted evaluation recommendation

7. UNCTAD and ALDC should increase current efforts and integrate human rights and gender equality issues in interventions, to better deliver on the mandates and commitments of the United Nations.

Action agreed in the management response

Recommendation accepted.

Under the coordination of the Office of the Secretary General, ALDC will continue to enhance its efforts to ensure a systematic human rights and gender equality-based approach in future programming. Subprogramme 5 has already appointed a gender focal point to review all publications and technical cooperation proposals in accordance with the checklist for mainstreaming gender equality and women's economic empowerment in technical cooperation projects and with the strategy for gender mainstreaming in UNCTAD research and analysis. ALDC will continue to mainstream the human rights and gender equality agenda into its research and publications. This will require the availability of further enhanced sex-disaggregated and gender-sensitive data from member States, to carry out research and analysis.

Status of implementation (implemented, in progress, not implemented)

In progress.

Description of actions actually taken, planned, or reason for actions not taken

- ALDC has continued to take steps to ensure a systematic human rights and gender equality-based approach in its research, publications and technical cooperation activities. The subprogramme 5 gender focal

⁶ For example, number of downloads, page visits and views. Google analytics and google scholar citations will be regularly monitored in this regard.

point continues to review all publications and technical cooperation proposals in accordance with the UNCTAD checklist for mainstreaming gender equality and women's economic empowerment in technical cooperation projects. The gender focal point also reviews the Division's outputs in consideration of the UNCTAD-wide strategy for gender mainstreaming in research and analysis. In addition, four staff members from ALDC actively participate in the UNCTAD Gender Task Force.

- While the timeliness and availability of sex-disaggregated and gender-sensitive data from member States continues to pose challenges for conducting research and analysis from a gender perspective, the Division endeavours, whenever possible, to incorporate a gender equality-based approach in our research. For example, the *Economic Development in Africa Report 2017* contained extensive analysis and data on tourism and inclusive growth, with a focus on the participation of women in tourism, gender-based considerations in tourism employment, and policies for enriching tourism through higher female participation. The *Economic Development in Africa Report 2018: Migration for Structural Transformation* contained detailed analysis of the gender component of migration, by analysing migration patterns of women and men, as well as the detailed characteristics of economic migrants derived from household surveys in key migrant origin and destination countries in Africa. Analysis of remittances found that women contribute as much as men in terms of overall migrant remittances. In particular, women send cash, household goods, medicines and other social remittances that have an important impact on poverty reduction and sustainable development.

- Furthermore, *The Least Developed Countries Report 2018* extensively analysed the characteristics of entrepreneurs in the LDCs. In order to overcome a lack of readily available data, the Division carried out detailed processing of the microdata from the World Bank Enterprise Surveys to develop a more robust and gender-disaggregated dataset. The research found that while female participation in early-stage entrepreneurship is nearly the same as that of male participation, men are five times more likely to own their own business. Moreover, unpaid work in the informal sector is more common among women than men. The report included targeted recommendations on repositioning female and youth entrepreneurship to develop special measures that address barriers to women and young people's engagement in entrepreneurial activities.

- At the 2019 peer review of *The Least Developed Countries Report 2019*, a representative from OHCHR was invited to share human rights perspectives on trade and development. This perspective is going to be integrated into the final version of the report.

- At the secretariat level, the UNCTAD Gender Task Force continues to meet on a regular basis to reinforce and broaden the scope of UNCTAD activities for women's economic empowerment through trade, investment, innovation, technology, and all other areas under the three pillars of work of UNCTAD.

Impact of, or changes resulting from actions taken

As a result of the Division's increased efforts to undertake research and analysis of key issues on the global economic and trade agenda through a gender-based approach, recent UNCTAD flagship publications prepared by the Division have contained more extensive, data-driven findings to cover all social strata, including women and youth. Targeted policy guidance for member States has also been prepared, with recommendations on how to improve gender-based policies and enhance data availability and quality.