



**External Evaluation of UNCTAD Project Account-
Strengthening of capacities of trade and planning ministries of selected least
developed countries to develop and implement trade strategies that are
conducive to poverty reduction ***

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July 2016

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ACRONYMS

Acronyms	Definition
ADB	Asian Development Bank
CEB	Chief Executives Board
DA	Development Account
DESA	Department of Economic and Social Affairs
EA	Expected Accomplishment
EIF	Enhanced Integrated Framework
EMU	Evaluation and Monitoring Unit
IR	Inception Report
LDCs	Least Developed Countries
LM	Logical Framework
M&E	Monitoring and evaluation
RBM	Results-Based Management
SPR	Service Policy Review
ToRs	Terms of Reference
TRTA	Trade Related Technical Assistance
UNCTAD	United Nations Conference on Trade and Development

EXECUTIVE SUMMARY

This evaluation report is prepared in the context of the evaluation of the Development Account (DA) United Nations Conference on Trade and Development’s (UNCTAD’s) 8th Tranche Project - “Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction”. The evaluation is being carried out by Alexandre Daoust, as commissioned by UNCTAD’s Evaluation and Monitoring Unit (EMU).

This 4 year project started in 2012 and was finalized in December 2015. The project’s objective was to strengthen the capacities of trade and planning ministries in selected least developed countries (LDCs) to identify trade priorities as well as formulate and implement trade strategies leading to poverty reduction.

The Project targeted six countries:

- Three in Africa: Ethiopia, Lesotho and Senegal; and
- Three in Asia-Pacific: Bhutan, Kiribati and Lao PDR.

The project’s outputs were the following:

- Six national studies;
- Six national workshops (one per country);
- Two regional workshops; and
- One Handbook.

The evaluation’s findings and recommendations are based on data collected through document review; interviews in Geneva (stakeholders from UNCTAD and partner agencies), in Addis Ababa Ethiopia (stakeholders and beneficiaries) and through Skype/phone discussions; and surveys to which all stakeholders involved were invited to participate.

Findings

The findings are presented using the logical structure of the evaluation criteria—relevance, effectiveness, efficiency, sustainability, and gender aspects—and in order of the evaluation questions contained in the evaluation’s terms of reference.

Relevance

In the majority of cases, the project’s design, activities and deliverables were well aligned to the beneficiary country needs as well as with the mandates of UNCTAD and the objectives of the UNDA. The respondents consulted for the data collection point to a relevant project for them and for the institutions’ priorities. To reach this level of alignment of the project with the stakeholders needs, the management team did have to make necessary adjustment to the content of its training and presentations because its preliminary assumptions in terms of the level of preparedness of the beneficiary countries were overoptimistic.

Effectiveness

The quality of the work accomplished and the results reached (national studies funded and supervised by the Project and the workshops) were satisfying to the majority of the stakeholders.

Good results were reached in developing national studies and an in-depth Handbook (technical content and case studies from the participating countries) and raising awareness of beneficiaries on trade mainstreaming issues.

The target of contributing to the enhancement of national coordination of involved ministries and institutions in trade mainstreaming was however not fully met in some countries.

The Project reached interesting results linked to gender aspects: panels on gender issues and social inclusion were organized; gender equality and its link with trade and poverty were made central to specific presentations during workshops; and the theme is also addressed in a section of the Handbook.

Efficiency

According to many stakeholders, the project was efficient in many ways. The evaluator took the initiative of comparing this project with another project of similar scale and intervention logic, which is called the SPR project¹. The one being evaluated here seems to have accomplished a little less in very similar contexts (budget, objectives and activities). In-house leverage of expertise, the size of the project team, and previous experience in developing the respective projects’ outputs² seem to explain the differences in efficiency in implementation.

There were some delays at the implementation stage. Due to the introduction of UMOJA (the ERP system launched in late 2015), UNCTAD had to make necessary adjustment to the original plan and reschedule or bring forward activities to avoid financial transactions during the time when the old system was frozen and data migration was performed. Since the second national workshops were mostly planned for the second half of 2015, and given other minor problems the project team adjusted the national events from 12 to 8. Participants in both national and regional workshops mentioned the events could have been longer.

Generally speaking, the adjusted activities and the results were delivered on time and the respondents were satisfied with how the logistics of the Project were handled by the management team.

Sustainability

The handbook produced by the Project is an important sustainability element as it captures and summarized the essence of the knowledge generated and talking examples for the LDCs. It is too early to determine if the Project’s results are actually sustainable: the Project officially ended in December 2015 and the Handbook was finalized in March 2016.

However, as rightly pointed out by some beneficiaries and also observed by the evaluator, the beneficiaries expect more intensive intervention and follow-up support from UNCTAD on the project outcome so that they can design and implement actions as a next step post UNCTAD intervention and the development of national studies.

Recommendations

- ***It is recommended to make efforts to maximize the use of pre-existing documentation and tools (e.g the UNDP document) in the implementation of such projects so that as much concrete results as possible be made available for the beneficiaries (e.g. support for the implementation of actions plans)***
- ***As this project has started doing, it is recommended that gender aspects always be made a cross cutting theme in such projects. For example, in the contents of the trainings and presentations, in the policy advice and policy development support provided, gender equality should become highly important aspect of awareness raising projects such as this one.***
- ***It is recommended to make sure direct communication links (e.g. emails, phone/Skype newsletters, face to face, online platforms, etc.) are established and continuously nourished with the beneficiaries to ensure***

¹ UNDA project on Service Policy Review, the full name of this project is: Addressing the Impact and Implications of the Global Financial and Economic Crisis on Developing Countries through Support to Services Sector Development.

² Prior to implementing the SPR project, that project team has already delivered several SPRs in the past.

they remain on board with the project and dedicate the necessary time to smoothly implement the activities.

- *It is recommended to use a programmatic approach to follow up on the good results reached in the Project, including but not limited to: help establishing inter-agency committees or working groups to follow up on the country studies and develop implementation plans, limit the follow up action by addressing needs of the most promising beneficiary countries, collaborating with different development partners to utilize their special expertise that can complement UNCTAD’s expertise.*
- *Special recommendation: It is recommended to consider cutting down on the number of countries to be involved in DA projects. The spreading of efforts by management teams in implementing DA projects in more than 5 countries has shown, in the past three UNCTAD DA evaluations conducted by the same evaluator, to reach results that were somewhat less concrete and sustainable due to the depth and intensity of activities that can be offered to each country.*

Below are the recommendations the evaluator propose to both this project and the SPR project. The two projects evaluated by the same evaluator share some common constraints. Once resolved, effectiveness and efficiency of similar projects could be improved:

- *It is recommended that the beneficiary national government, with the potential continuous support from UNCTAD, continue making sure that the national studies are disseminated to the largest audience possible. This dissemination process could take the form of a diffusion strategy and a launching event during which high level decision makers would be present.*
- *To the extent possible, it is recommended to find solutions to the delays caused by national consultants’ recruitment procedures, such as increasing daily rates to introduce more competent consultant into the, publicizing vacancy information well in advance and through a wider dissemination channel.*
- *It is recommended to set the necessary context (e.g.: increase in funds and project implementation timeline) to allow for the collection and use primary data for the development of the [studies produced during the project] as this would increase the level of usefulness of the documents’ recommendations*

1. INTRODUCTION

This Evaluation Report is prepared in the context of the evaluation of the Development Account (DA) United Nations Conference on Trade and Development's (UNCTAD's) 8th Tranche Project - "Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction" (hereafter called the Project). The evaluation is being carried out by Alexandre Daoust, as commissioned by UNCTAD's Evaluation and Monitoring Unit (EMU).

This section depicts general information on the Project, examines the purpose and scope of the evaluation, and discusses key evaluation questions and criteria.

1.1. General Information on UNCTAD's Project

The project's concept note was developed in 2010, and the project's document was submitted to New York and then approved in November 2011. The final-revised document was sent to New York in February 2012. It is to be noted there was a certain delay between the approval of the Project and the disbursement of the funds. The beneficiaries' acknowledgement of UNCTAD's invitation to participate in the Project also took some time. In spite of this, officially, the Project's duration was almost four years (2012 to 2015).

The Project targeted six countries:

- Three in Africa: Ethiopia, Lesotho and Senegal; and
- Three in Asia-Pacific: Bhutan, Kiribati and Lao PDR.

The Project's objective and Expected Accomplishments (EAs) were:

Objective: Strengthen the capacities of trade and planning ministries in selected least developed countries (LDCs) to identify trade priorities as well as formulate and implement trade strategies leading to poverty reduction.

EA1 Strengthened capacity of trade and planning ministries of participating least developed countries to jointly assess trade options and fully understand the implications of trade strategies and policies conducive to poverty reduction;

EA2 Strengthened national capacity for the formulation of a trade policy / strategy conducive to poverty reduction with an implementation plan;

EA3 Strengthened national capacity for integrating development-centered sectoral trade strategies and policies into national development plans (e.g. United Nations Development Assistance Frameworks and poverty reduction strategy papers);

EA4 Increased utilization of Enhanced Integrated Framework and Aid for Trade resources in support of the integration and implementation of trade priorities in national development and poverty reduction plans.

To reach these EAs, the Project managers implemented the following activities:

1. Organize national workshops to prioritize recommendations from implementation plans and validate the trade strategy and trade policy framework of the implementation plans;
2. Develop training modules;

3. Provide consultancy services to beneficiary country officials and assist them to elaborate trade strategies and trade policy frameworks;
4. Support the formulation and follow up on implementation of trade policy and related capacity-building;
5. Organize sub-regional workshops and best practices sharing events;
6. Compile a handbook and project report on trade policy and trade strategy formulation and implementation.

The Project was planned to be implemented with some support from cooperation partners such as the Chief Executives Board (CEB) cluster on trade and development such as Department of Economic and Social Affairs (DESA), the Enhanced Integrated Framework (EIF), the United Nations Development Programme (UNDP) and other partners such as the Asian Development Bank (ADB).

1.2. Evaluation Purpose and Scope

This sub-section summarizes³, on the basis of the Terms of References⁴ (ToRs), the purpose, scope, questions and criteria of the external evaluation of the Project.

As indicated in the ToRs developed by UNCTAD, in terms of timing, as the project has recently come to an end, undertaking the external evaluation at this moment is in compliance with the requirements of the DA.

The evaluation’s scope is determined by its timeline, the geographical areas it covers, the targeted groups involved, as well as the evaluation criteria, questions and methodology used⁵.

Timeline

The evaluation officially started January and should end on March 30th 2016. The evaluation exercise was to be completed in two months by 30 March and the final report should be submitted to UNDA following the completion of the exercise. However, unforeseen delays, out of the evaluation stakeholders’ control have affected the timeline and the final report is submitted mid-May.

Geographical Areas

The project was implemented in six countries. The evaluation budget covered for an data collection mission to Geneva, Switzerland (21st and 22nd of January 2016) and a field mission in Addis Ababa, Ethiopia (25th to the 27th of January 2016). The selection of the country where the mission was to take place was done by the Project managers in consultation with UNCTAD's EMU prior to the start of the evaluation commissioning process.

Targeted Groups Involved

The evaluation consultant undertook the assignment in a fully *participatory* manner, making this approach a central principle of the process. Indeed, the consultant fully adheres to the United Nations Evaluation Group (UNEG) guidelines stating that: “...evaluations should be carried out in a participatory and ethical manner...” As

³ This sub-section and the following are a summary of what the inception report (IR) for the mandate had laid-out. Hence, for more information on the methodology and other aspects of the evaluation approach, please refer to Annex 6.

⁴ UNCTAD, December 2015. *Terms of Reference (TOR) External Evaluation of Development Account Project 1213M - Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction.* 7 p.

⁵ OECD/DAC. 2010. *Quality Standards for Development Evaluation (DAC Guidelines and Reference Series).* P.8 The methodology that will be used for the evaluation is described in section 2.

the Project covered six countries, it was challenging to make sure all beneficiaries could voice their opinions and recommendations. However, the data collection for the evaluation drew from many lines of inquiry, including the survey, which allowed reaching many beneficiaries; and a field mission in Ethiopia where 12 project stakeholders shared their feedbacks on the project with the evaluator, which permitted going in more depth in terms of data collected. It was the evaluator’s objective to try and interview, through Skype/phone, two or three representatives from a sample of three extra countries (one from Africa and two from Asia) plus an additional two or three from partner organizations. This means a maximum of 12 Skype/phone interviews conducted in addition to the face to face interviews conducted during the field visits in Geneva and Ethiopia. It was hoped that a critical mass of a minimum of 11 respondents would have been interviewed via Skype/ telephone. In reality, the evaluator was able to reach 10 respondents⁶.

Evaluation Criteria & Questions

To assess the Project’s performance, the evaluator used the results presented in the logical framework developed in the Project Document to compare the actual achievements with the planned EAs. In addition, all evaluation questions presented in the ToRs, categorized as usual by the four standard evaluation criteria—i.e., relevance, effectiveness, efficiency, and sustainability⁷—were linked to sub-questions when necessary, indicators, data collection methods and data sources (see Annex 1 for the evaluation matrix detailing all the features used during the evaluation process). UNCTAD has especially requested gender equality to be an additional evaluation criteria as part of the UN system-wide efforts to integrate gender equality into evaluations. Relevant sub-questions were developed for this evaluation.

⁶ The project management team tried to contact the potential respondents many times, by email and phone, but these follow up attempts to increase the number of phone/Skype interviews only led to one additional respondent to the final list. Out of the 10 interviewees, one is the Director of another UNCTAD division which directly supported this project’s activities, two are experts from partner organizations, and three are consultants employed by the project. That leaves a total of only 4 representatives directly from beneficiary countries interviewed through the phone/skype.

⁷ The evaluation will grant less attention to the Result Based Management (RBM) defined “impact” the Project has had on the beneficiary countries since the Project has recently come to an end (December 2014) and impact level results are long term results which usually only appear after projects end.

2. EVALUATION METHODOLOGY

The second section of the evaluation report quickly describes the evaluation strategy, data gathering and analysis tools (a detailed description of the survey approach is integrated in this section) and the assignment’s challenges and limitations.

2.1. Evaluation Strategy

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

- Guidelines for the Evaluation (UNEG guidelines, standards and norms and UNCTAD’s Evaluation Policy)
- Triangulation of Observations and Findings
- Participative and iterative Management
- Application of knowledge

2.2. Evaluation Approach & Data Gathering and Analysis Methods

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

1) Inception phase

Step 1: Preliminary Document and Literature Review

The purpose of this phase was to familiarize the consultant with the Project, the main stakeholders and partners, the beneficiaries and the results achieved to date. Files, reports and other documents provided by Project managers were reviewed from Montreal, Québec.

Step 2: IR & Development of Data Collection Tools

The IR provided an overall approach to assess Project management and the extent to which the results have been reached. As a building block for the IR, the evaluation consultant proposed the development and use of an evaluation matrix (see Annex 1 for the evaluation matrix). Based on the evaluation matrix, data gathering tools were developed: i) a document review data collection matrix (internal document used by the consultant); ii) customized interview protocols, as well as iii) survey questionnaires that will be used with respondents and beneficiaries (see the interview and survey tools in Annexes 2 and 3). The validation of the evaluation matrix and data gathering tools by UNCTAD and more specifically by EMU facilitated the participation of relevant stakeholders in the evaluation process and represented an opportunity to collectively examine the logic and the viability of the evaluation process. Once approved, the IR became the road map for the rest of the assignment and the working document from which decisions were taken.

2) Data Collection Phase

Step 3: In-depth Desk Review

Step 4: Interviews (Skype, phone, in person) & Surveys with Key Stakeholders and Beneficiaries

The Project management team organized the collection of information from key stakeholders and beneficiaries by explaining them the evaluation process, inviting and reminding them to reply to the surveys and participate in interviews. The management team also supported the evaluator in arranging the interview schedule. The Skype/phone interviews took place after the field missions. Nine Skype/phone interviews were conducted. During the Geneva mission (January 21st and 22nd 2016) and the Ethiopian field mission (January 25th to January 27st), the evaluation consultant conducted in-person interviews with Project managers and all available, relevant UNCTAD staff, general stakeholders and beneficiary representatives from the public sector.

Electronic surveys (FluidSurveys): The e-survey invitation was sent to as many people as possible. The e-survey was kept voluntarily short to ensure a high rate of response. Here are the details concerning the e-survey process and sample:

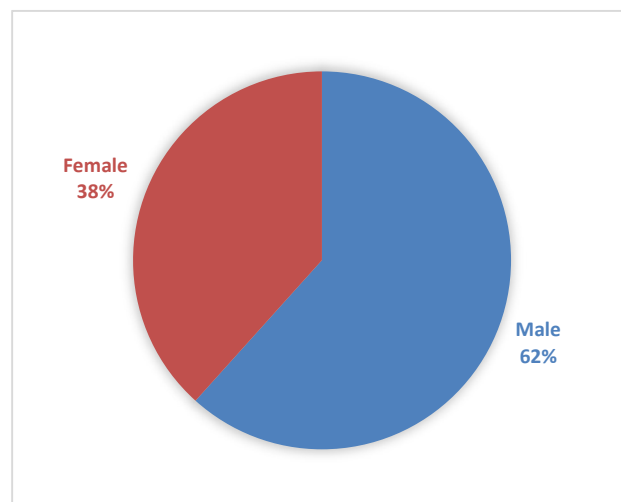
E-invites: 237 potential respondents;

- E-invites that bounced: 60 (25.3%). There remains 177 potential respondents;
- Number of a respondents who answered the survey (complete, incomplete or terminated): 71 (40.1%)
 - Incomplete: 11 (15.5%)
 - Complete: 60 (33.9%)

34% is considered a very good response rate⁸. In the present evaluation report, the quantitative survey data is always supported and discussed using the more qualitative data collected through open ended questions from the survey as well as the other lines of inquiry (interviews and document review).

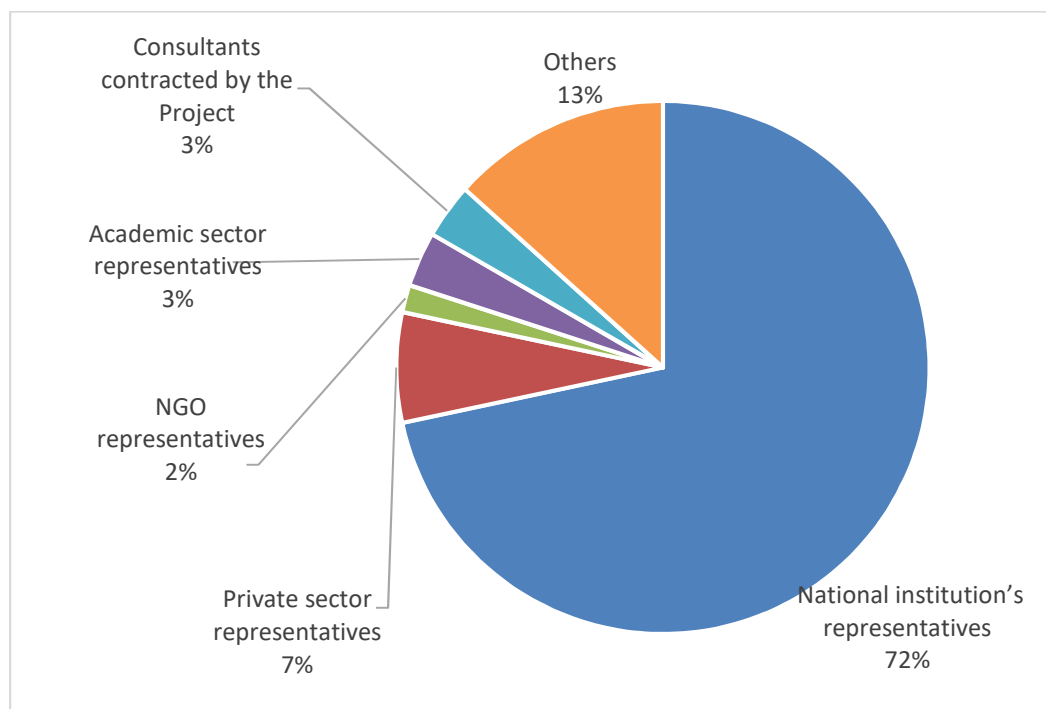
Respondents' profiles and general characteristics

As shown in figure 1 below, there is a relatively good diversity of types of respondents to the survey considering the actual profile of the population: the majority of the beneficiaries were national institutions' representatives as is the case for the survey respondents (72%). There is a higher level of participation of men (62%) than women (38%) in the survey (the pie chart on the right). This generally seems to reflect the composition of the overall participants in the Project (see below in sub-section 3.1 on gender aspects).



⁸ In comparison, for another UNDA project (1011P) implemented by UNCTAD, the same methodology was used by the evaluator, and the survey response rate was 5% only.

Figure 1. Survey Respondents’ Profiles



In terms of the respondents who clicked “Other” for the first question concerning their profile, here are their specifications:

- Multilateral bank representative
- Corporate Employee
- An Independent Think Tank
- Consultant contracted by UN DESA on removing constraints to using trade related ISM
- Multilateral development bank rep.

Reporting Phase

Step 5: Data Analysis

Once data was collected through document review, interviews and e-survey, it was analyzed using the triangulation.

- ***An innovative aspect of the present evaluation’s methodology lies with the comparative approach it integrated, in certain areas, with another UNCTAD UNDA project (Project 1011P on Service Policy Review) which was very similar in many aspects. Hence, when relevant (mainly in the efficiency section to compare activities organized by the two projects), comparisons were integrated in the data analysis which allowed for a benchmarking process. It will be very interesting to receive feedback from all stakeholders, including, eventually, the DA office in New York, on this portion of the evaluation.***

The projects are similar in many aspects: The UNDA Service Policy Review (SPR) project, managed by UNCTAD, was used for the comparison. It targeted eight countries to develop a SPR document for each country, conducted two national workshops per country and two regional workshops and additionally, organized two study tours. The SPR project had a similar budget (653,000US\$). It was to be conducted in four years and has some delays in the

first year because of back and forth discussion to finalize the project design with New York and difficulties with the first disbursements.

The evaluation for the SPR project was conducted by the same evaluator with the same methodology. Hence, considering all this, it was agreed with UNCTAD and the EMU that a comparative approach would be an added value for the present evaluation. It is important to note however that some of the countries involved in the SPR project were considered more advanced than the LDCs in this Project. This is important to keep in mind while reading the report.

Step 6: Draft and Final Report

On the basis of the analysis, the draft evaluation report was developed through which the evaluation consultant shared the initial findings—backed by evidence—conclusions, and recommendations with UNCTAD and EMU representatives for feedback. To present the qualitative information, the evaluation consultant used a simple, straightforward and efficient benchmark:

- All respondents said...;
- The majority of respondents said... (~ more than 75%);
- Many respondents said... (~ more than 50%),
- Some respondents said... (~between 25 and 50%),
- A few said... (~ less than 25%); and
- One respondent said... (Although this is used only when quoting a respondents which reflects a trend in opinions.)

Based on the full evaluation of the project, recommendations are outlined by evaluation criteria.

- ***At this point, the evaluator would like to remind the reader that the recommendations provided in the report are linked to the Project being evaluated (e.g. applied in the context of post project intervention of this DA project) but as the latter has now ended, the application of these recommendations need to be contextualized in future projects, whether DA projects or not, whether UNCTAD projects or not. It is hoped that this evaluation exercise will go beyond the sole accountability aspect of the Project to the DA office but will be useful for other project management teams wanting to design and implement similar projects.***

After the draft report was submitted, UNCTAD and the EMU provided their feedback, some factual clarifications, comments and questions. After an in-depth discussion with UNCTAD and the EMU to address the comments, the evaluation consultant integrated relevant feedback and is now submitting the final evaluation report.

2.3. Challenges and potential limitations

Normally, available resources and timeline are the most important constraints to an evaluation process as they define the scope of the exercise and oblige the evaluation consultant to stay within the boundaries defined in the ToRs. These types of constraints in the present case have to be considered as the budget for this evaluation is quite small. Thus, the limits of the evaluation’s scope have to be made clear: only a limited number of Skype/phone interviews were to be conducted (i.e.: maximum 12) in addition to the two day Geneva and three day Ethiopia field missions; short analysis and writing period have led to a shorter than usual evaluation report, without however compromising the quality of the content of the report. Still, beyond the budget constraints, the timeline for this evaluation exercise was shorter than usual even comparing to other DA evaluations, especially due to the fact that the evaluation assignment lost roughly 4 weeks’ time as a result of the lengthy process and challenges using a newly deployed ERP system- Umoja. These issues caused many unexpected disruptions. The

evaluation consultant counted on the continuous support from the EMU as well as from the Project managers to make sure all deadlines were respected. However, this has to be considered while reviewing the evaluation report.

The availability of *relevant* stakeholders (and to a lesser extent documentation/information—e.g. some of the summary of event evaluations and financial documentation) was to a certain extent a challenge. Indeed, in terms of the number of Skype/phone interviews conducted, the evaluator was two short of obtaining the critical mass number of 11 respondents. In addition, there were no respondents from Bhutan nor Lao PDR even after several try by the project team to encourage their participation. This is a significant gap in the data collection process as a lot less details were collected concerning how the Project went in these countries. Again, this has to be considered while reviewing the evaluation report. However, the management team took every steps necessary to invite and remind the potential respondents to participate in the interviews. Hence, for the majority of the beneficiary countries, the hypothesis that more time would have permitted augmenting the number of interviewees to the critical mass number is considered valid.

The issue of the limited number of interview respondents is counterbalanced by the high survey response rate. This does however raise some questions in terms of why beneficiaries invited to participate in the interviews did not respond: To what extent were they engaged in the project activities and/ or follow-up activities? Did they have trouble remembering the details of the project? Did the lack understanding of why the evaluation is taking place? Did they lack the time in their daily work to respond to the evaluation questions?

Another issue that was faced was the fact that certain financial details requested by the evaluator were not made available until very late in the process (after the draft report of the report was submitted). Unfortunately, this has led to some delays in developing the efficiency section below.

This timeline was short to complete the data collection and analysis phases as well as the report writing phases. In this context, many efforts have been put into delivering the present draft report on time and still more will have to be coordinated (comments and discussions on the draft) to make sure the contract dates are respected on the part of the evaluator but also the project managers and EMU.

3. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The present section is the core of the evaluation report. It provides the findings derived from the analysis of the data collected during the evaluation process.

3.1. Relevance

- In the majority of cases, the project’s *design*, activities and deliverables were well aligned to the beneficiary country needs as well as with the mandates of UNCTAD and the objectives of the UNDA.
 - However, some adjustments to the training’s contents were made to better fit the knowledge level of the beneficiaries as the preliminary assumptions in that sense were over-ambitious.
 - The final list of beneficiary countries was also quite long to establish as there were challenges in identifying some beneficiary countries from Asia-Pacific due to internal national dynamics.

Do the Project design and the choice of activities and deliverables properly reflect and address the needs of the beneficiaries?

- **Is there a correlation link between the Project’s design, activities and deliverables and the needs of the beneficiaries?**

The Essence of the Project

The idea behind the project came from literature review of articles on trade issues and development conducted by UNCTAD representatives, as well as literature *produced* by UNCTAD itself. The 2010 “UNCTAD Report on Least Developed Countries” addressed the importance of trade mainstreaming for LDCs: “...it is necessary to elaborate appropriate methodologies for mainstreaming trade into development and poverty reduction strategies⁹.” The involved UNCTAD staff were under the impression that the LDCs’ development plans did not integrate and reflect trade issues. During the design phase of the Project, the emphasis was put on supporting the coordination of efforts of the different beneficiary ministries and institutions to mainstream trade into development objectives. This was the response to the finding that limited institutional coordination concerning trade issues was an important weakness in LDCs.

In the views of the Project managers and academic researchers, in the past, trade was not considered a cross-cutting theme in LDCs. In 2011 – 2012, as it appeared that the landscape was starting to change in the right direction, UNCTAD representatives found there was a momentum in implementing the Project to ensure the initial trade mainstreaming efforts in LDCs would lead to the integration of trade issues in national development plans to reduce poverty. Once the project started, this idea was discussed with some beneficiaries’ ministries representatives through preliminary contacts during an EIF ministerial meeting.

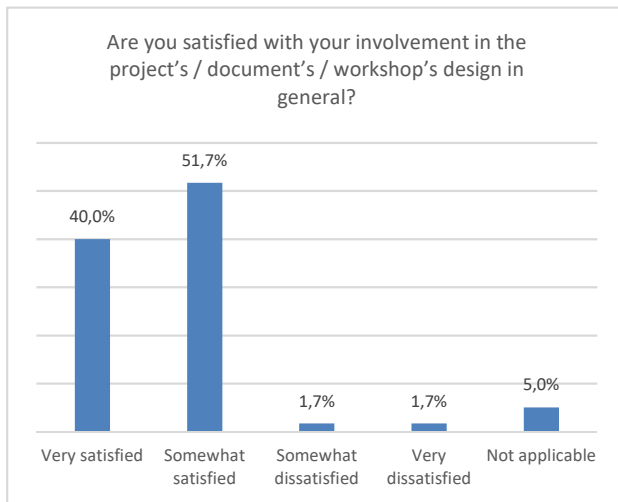
⁹ UNCTAD, 2010. *The Least Developed Countries Report, 2010*. P. 187

Linked to these initial contacts as well as other consultations conducted by UNCTAD, there seems to be a general sense of beneficiary satisfaction in terms of the stakeholder involvement in the Project’s design as demonstrated in the following survey figures. Many respondents mentioned that they especially recall being involved in the design of the Project’s activities (once the project started being implemented) and less so in the Project’s design in itself (before the project start).

Beneficiary Involvement

A large majority of respondents (91.7% in below Figure 2) mention that they were satisfied with their involvement in the Project’s/ document’s/ workshop’s design.

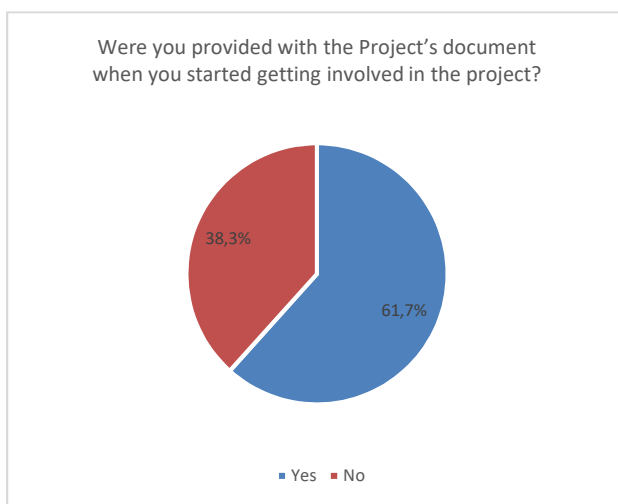
Figure 2. Satisfaction Involvement in design



One factor that can probably explain this high level of satisfaction is the fact that the Project management team explained, from the beginning, the Project’s objectives in broad terms; this statement is distilled from the responses provided during interviews. The respondents generally reported having understood well the logic behind the Project. In addition, the Project Document was quite largely shared with the beneficiaries as demonstrated in figure 3 below to the left which ensured a good understanding of the Project. Also, the beneficiaries were directly involved in the selection of the consultants that were to conduct the national studies as well as in the organization of the Project’s events (workshops). This has made a

difference compared to the SPR project, in which the explanations on the links between the activities and results had not been as clear for the respondents. In certain circumstances, this led to some confusion.

Figure 3. Project Document



Preliminary Assessment

After the Project was accepted, the management team conducted fact finding missions in beneficiary countries. The latter, as well as the continuous implementation of the Project during the first year, revealed that the beneficiary countries were less advanced in terms of trade mainstreaming than what UNCTAD had envisaged during the design phase. Some had development plans, others had a Diagnostic Trade Integration Studies (DTISs) or EIF documents but the majority did not have trade policies nor strategies per se. On the basis of the preliminary assumptions, which finally were overoptimistic,

training activities were identified during the first year. Later on, adjustments had to be made to better fit the beneficiary needs. The project was ambitious about making things practical (implementing what was in the reports and studies that were already present) but the management team found out that the beneficiaries still

needed to be sensitized to the importance of linking trade policies to development plans. Hence, the focus toward awareness raising activities became more important. Some respondents mentioned that, to avoid this situation, there should have been more preliminary work done *prior* to the Project design (e.g. assess the existence of the essential national documents, assess the readiness of the potential beneficiaries, analyze the political reality and development activities).

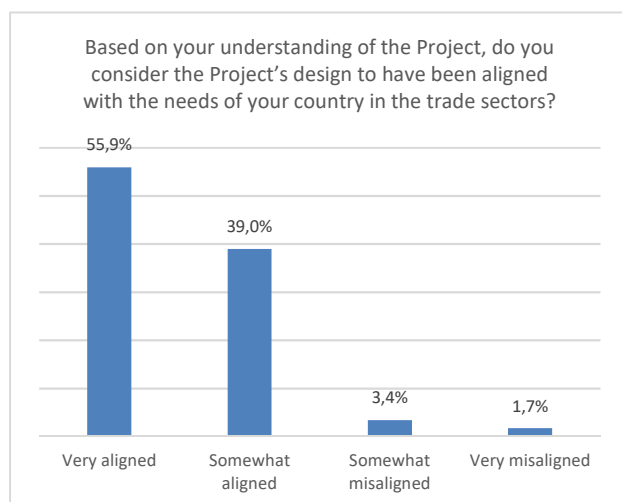
When the project was initially conceptualised and subsequently had an implementation plan developed, the management targeted a number of countries which were believed to have a good profile for benefiting from this project, because of previous interactions and discussions with government representatives. However, the responsiveness of some countries weakened over the time and led to changes introduced at the project *implementation* stage. At the moment of finalizing the first progress report (2013), the list of five beneficiary countries¹⁰ to be involved in the Project was the following: Ethiopia, Lesotho, Senegal, Laos and Myanmar. The national studies had been commissioned for these five countries¹¹. After more than a year of implementing the Project, the management team were forced to change this list. Myanmar was removed from the final list of countries that received further technical assistance from UNCTAD, and Bhutan was added instead¹². The management team points to the fact that there was a change in priority in the country during project implementation, which is out of the project management team's control- Myanmar had reoriented its strategies towards graduating from the LDC status. Thus, based on mutual understanding, Myanmar was removed from the list of countries that received further assistance.

¹⁰ Kiribati was identified as a beneficiary country from SIDs in late 2013 and technical assistance in Kiribati started in 2014.

¹¹ UNCTAD, March 2014. *Annual Progress Report for the 8th Tranche. Strengthening of capacities of trade and planning ministries of selected least developed countries, to develop and implement trade strategies that are conducive to poverty reduction*. P.1

¹² This country was selected to ensure a regional representativeness (Asia). Also, the UNDP was consulted on the matter and they presented a welcoming context for the country (good advancements in their EIF).

Figure 4. Alignment with National Needs



All this being said, once the management team actually started implementing the Project in the six countries—with some important delays because of the above mentioned circumstances—and that the results starting showing (national workshops, studies, etc.), the beneficiaries considered these as relevant. In addition to the talking data in figure 4 to the left (almost 94.9% considering the Project aligned with the countries’ needs, 4.9% more than the same question for the SPR project), another of the survey’s questions¹³ was: “How would you qualify the following aspects of the workshop (Excellent, somewhat good, somewhat poor or very poor): Objectives of the national workshop (relevant your country’s needs)?” 97.1% of the respondents who participated in the national workshops mentioned that they had a positive view on this aspect of the Project (Excellent or somewhat good) and more than 70% even qualified it as “excellent”. Overall hence, it can be said that the Project’s design was relevant for the beneficiaries.

Do the project design and the choice of activities and deliverables take into account UNCTAD’s mandates? Are the project design and the choice of activities and deliverables aligned with the objectives of Development Account?

UNCTAD

As is usually the case with other UNCTAD DA projects, including the SPR project, this Project was executed through a technical assistance approach in which the academic nature of the institution transpires. In comparison with other institutions (e.g.: UNDP being more of an institutional accompanying UN organisation, ITC mainly working with the private sector) UNCTAD is a knowledge generating institution. Generally speaking, as it is its core work, this Project fits well and takes into consideration the agency’s mandate. In addition, the participatory approach used by the project, recognized as a trade mark of UNCTAD, was appreciated by the respondents. The studies were developed in consultation with the government, and were discussed in national workshops with the view of obtaining comments and suggestions from stakeholders. The latter also recognized the added value of the academic work generated thanks to the project, all the more when it was combined with other support provided by other agencies.

¹³ For the full details on the data presented in this paragraph, see figure 6 below.

For the agency itself, the Project’s content is considered to be relevant because it was immersed in a broader context in which DTISs were being developed, policy coordination efforts had started and development plans were being considered and hence, the institution was able to brand itself and show practically what it usually does (i.e.: knowledge production). In that sense, in keeping with its mandate and doing what it does best, UNCTAD should expand the approach of partnering with other institutions to bring its added value through broader programs; each institution’s work would become a piece of a larger puzzle in which it would provide its invaluable, technical input. The idea would be to go beyond just inviting an agency to participate in one’s project activities but to rather have each institution implementing projects with the same beneficiaries, but in a programmatic approach. More discussions on this are presented below in the sustainability section.

UNDA

The technical assistance aspect of the Project surely is well aligned with the DA’s objectives which is to fund “...technical cooperation projects that benefit developing countries within the individual strategic priorities of the respective implementing entities¹⁴.” The DA projects’ objectives also point to the fact that the funded initiatives need to be well aligned with the beneficiary countries strategic priorities; in other words that the projects need to be demand driven. This is the case for the majority of the countries involved in the Project. UNCTAD has at its core the demand driven approach and both the M Project and the SPR project were implemented to ensure the needed alignment with the beneficiary countries’ needs.

One point surfaces from the evaluation as is demonstrated below: this type of project (i.e. linked to trade mainstreaming) needs to be sustained over time to make sure the results resonate in the long term. The results reached through the Project need to be maintained if they are to be useful. In this sense, there is a contradiction in trying to reach the Project’s objective using UNDA funds as by definition, the latter are short lived (normally 3-4 years) and hence quite ad hoc.

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

The logic linking the activities to the outputs (EAs) and the latter to the objective was tested by the evaluator and is considered quite good. However, the simplified logic model actually lacks an intermediate level. Indeed, it presents four EAs and then the objective. Normally, a logic model will present another layer of results between the EAs and the objectives, usually called the outcomes.

As was the case with the SPR project, the M Project’s logic model demonstrates some issues in the actual wording of the EAs in the sense that they are too complex and encapsulate more than one idea at a time. Just as an example, EA₄ reads “Increased utilization of Enhanced Integrated Framework and Aid for Trade resources in support of the integration and implementation of trade priorities in national development and poverty reduction plans.” There are too many aspects to the EA. A result needs to be clear and simple and relay only one idea. A simplified EA could be “Increased utilization of Aid for Trade resources to support Trade mainstreaming into poverty reduction objectives”. Then, the indicators could have provided details linked to the EIF and number of trade priorities integrated in national development plans and number of trade priorities integrated in the poverty reduction plans.

Finally, there is some overlap between EAs 2 and 3. EA₂ “Strengthened national capacity for the formulation of a trade policy / strategy conducive to poverty reduction with an implementation plan” and EA₃ “Strengthened national capacity for integrating development-centered sectoral trade strategies and policies into national

¹⁴ UN. 2008. *Guidelines for Joint Development Account Projects*. P.3

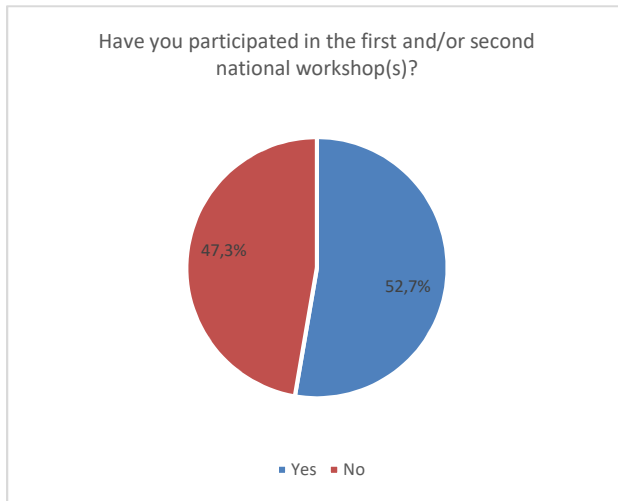
development plans”. One EA could have captured in a simplified way these two EAs: “Strengthened national capacity to align trade policies and development plans objectives”.

3.2. Effectiveness

Have the activities achieved or are they likely to achieve planned objectives as enunciated in the project’s logframe and produced beneficial results?

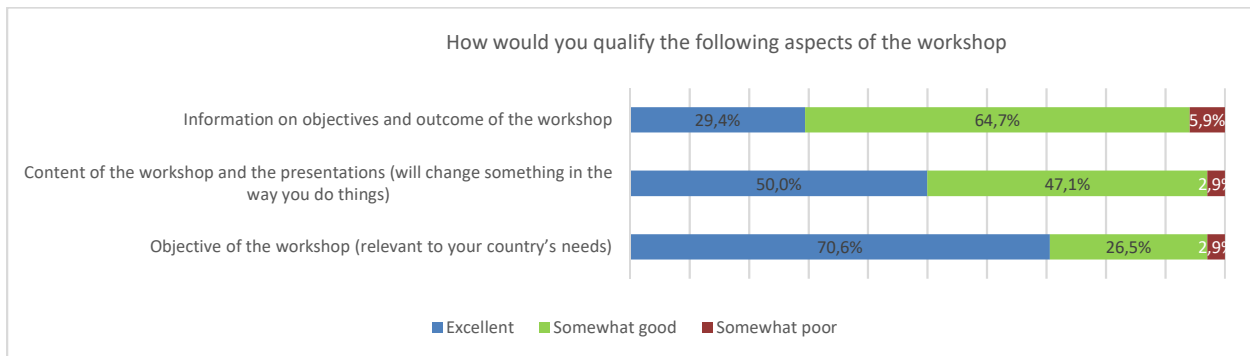
- The activities were generally well appreciated by the participants and made possible the achievement of the majority of the expected accomplishment with some minor limitations discussed below.
 - More time should have been allocated to the workshops

Figure 5. Participation in National Workshop



The workshops, either national or regional, were organized to reach the four EAs. The below figures, distilled from the survey responses, present the level of satisfaction of the respondents who participated in the events with the goals of the events. Generally speaking, from those who answered the survey, almost 53% (Figure 5) participated in the national workshops in their country¹⁵.

Figure 6. Level of Satisfaction National Workshop - 1



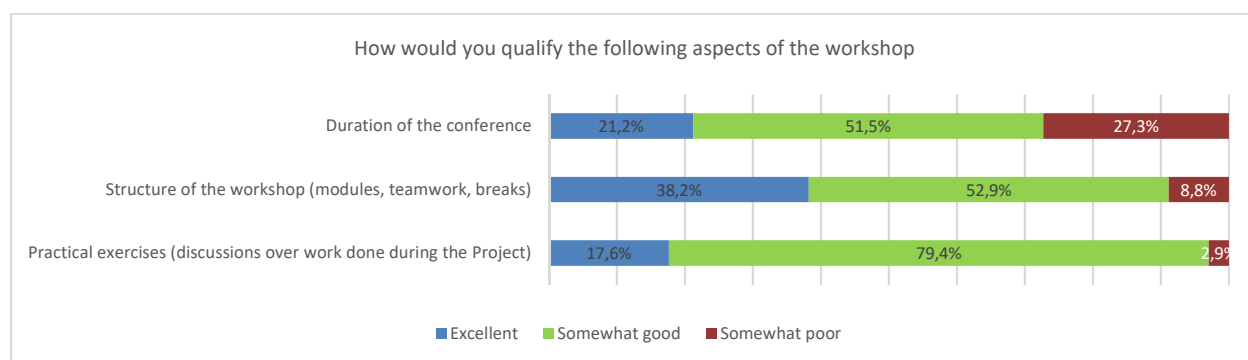
It is interesting and very important to see here that the large majority of respondents (97.1%, second bar of Figure 6) considered that the content of the workshop and the presentations will “change something in the way they do

¹⁵ As all survey respondent were involved in one way or another in the project, this data points to the fact that the remaining 47% participated in the regional workshop or in other activities. This hypothesis is confirmed by the data in figure 8.

things”. This is a strong result for the Project and points to effective and interesting workshops for the beneficiaries.

The above figure demonstrates the generally positive views the respondents had on the national workshop and some of the aspects on which they were questioned. Concerning the communication of information on objectives and outcome of the workshop, the answers were quite positive (94.1% positive answers with 29.4% “excellent” and 64.7% “somewhat good”). With close to 6% of respondents “rating” this aspect of the workshop as somewhat poor, compared to the 3% for the other two aspects, this, and the supporting qualitative information provided through the interviews and the open ended questions of the survey, could be understood as a hint to the management team that they should eventually improve the way they present the workshops and provide feedback on them (content and timing). This evidence is supported by the Project’s own summary of evaluations conducted after the events had taken place (it is to be noted that at the time of writing the report, the evaluator only had access to two of the six summary of evaluations reports; the four missing reports were made available to the evaluator after the draft report was submitted). For example, one such document reports the fact that a participant mentioned: “Higher quantities of printed documents need to be made available for participants and distributed before the start of the workshop.” Thus, as they did with the overall Project, the Project managers should also better inform the participants on the events they organize.

Figure 7. Level of Satisfaction National Workshop - 2



Here again, the answers are quite positive although 27.3% of the respondents (first bar of Figure 7) do seem to think that the workshop should have lasted longer, rating the “duration of the conference” aspect of the workshops as “somewhat poor”. The above figure is aligned with what is presented in the available Project’s summary of evaluations of the workshops. In one of the latter documents, it is written for example that “the main suggestion for improvement was related to the duration of the presentations¹⁶”. In another, it is reported that “[s]ome of the issues for improvement noted by the participants included: more time for discussions... longer duration of the sessions and the workshop¹⁷...”

The structure of the workshops is generally rated positively. The 8.8% rating as “somewhat poor” is unfortunately not substantiated by any qualitative information collected during the evaluation process.

Regional Workshops

¹⁶ UNCTAD, 2013. *Ethiopian National Workshop. Summary of Evaluations: Mainstreaming Trade into National Development Strategies to Achieve Poverty Reduction Objectives*. P. 1 - 2

¹⁷ UNCTAD, 2015. *Bhutan National Workshop. Summary of Evaluations: Mainstreaming Trade into National Development Strategies to Achieve Poverty Reduction Objectives*. P.3

Figure 8. Participation in Regional Workshop



- The Regional workshop in Africa brought together over 60 participants from 13 LDCs in the region including senior officials from the trade and planning ministries. The United Nations Department for Economics and Social Affairs (UN-DESA), the UNDP and the EIF Secretariat contributed to a policy roundtable.
- The Regional Workshop for Asia-Pacific was organized in collaboration with the ADB and brought together 30 policymakers and stakeholders from 13 Asia and Pacific LDCs. Also, representatives from the three African beneficiary countries (Ethiopia, Lesotho and Senegal) attended the workshop.

As for the regional workshops, 43.6% of the survey respondents (Figure 8) mentioned they had participated. Generally speaking, the survey results concerning the regional workshops are quite positive and even more so than those for the national workshops. This is confirmed by information obtained through the interviews. The majority of respondents appreciated the exchange of good and best practices the Project enabled through the regional workshops (regionally but also cross-regions—Asia and Africa). These respondents consider that the understanding of other countries’ trade situations could serve to find where there are gaps to fill in their own country. Indeed, the other countries’ examples can be used as benchmarks or checklists. As one respondent puts it: “The examples of the involvement of universities and banks in trade mainstreaming was useful to open our eyes.” Only a few respondents mentioned that they found somewhat less relevant the discussions surrounding other countries’ trade issues to assess and improve their own: “Trade mainstreaming is something that needs to be dealt with nationally if not even at sub-national levels and intra-sectors.”

As in the case of the national workshops, the only aspect that has received some slightly more negative answers is the duration of the events. For the regional events, the qualitative information points to the fact that in addition to the somewhat short workshops, the participants had to travel to remote locations to attend the event (depending on where they were coming from). Hence, they considered that the travel time did not equate with the added-value of the two-day workshops. Another respondent mentioned during the interviews that “the time provided was too short to adequately address all the issues that were supposed to be dealt with.” And again, in the summary of the evaluations for one of the regional workshops (at the moment of writing the report, the other was not made available to the evaluator), the duration of the presentations had the lowest average score (although the average score was still high, at four on a scale of five, five being the highest score). This report mentions: “Some of the issues for improvement highlighted by the participants include: allocation of more time

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to presentations, more time to discuss the policy issues and lessons learned, more group breakout activities, and participation of high level policy makers to ensure the implementation of policy frameworks and processes¹⁸.”

Figures 9 & 10



EA 1: Strengthened capacity of trade and planning ministries of participating LDCs to jointly assess trade options and fully understand the implications of trade strategies and policies conducive to poverty reduction.

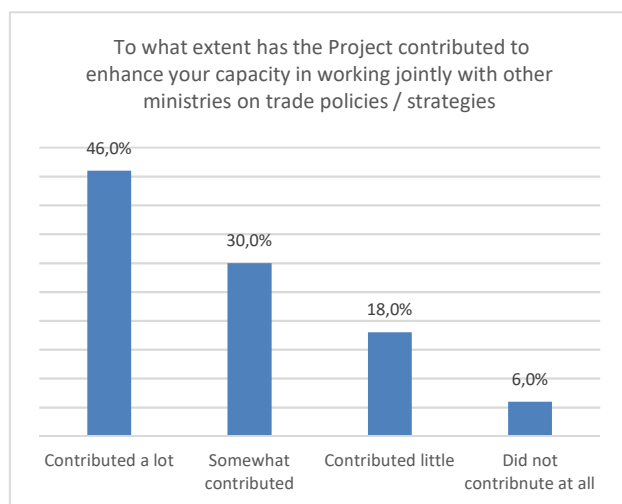
Considering each of the EAs is informative for the evaluation process. The indicator of achievement for EA1 was presented in the Project Document the following way: Increased number of meetings and seminars on trade strategy issues organized jointly by trade and planning ministries¹⁹. All in all, one national workshop was organized per country in coordination with more than one ministry. In two countries and during one regional workshop, training sessions were also organized, based on the training needs the Project helped identify.

- There were many efforts put into generating coordination between involved ministries and generally reach EA1 which led to good results. However, in other cases, there were less results than anticipated as the respondents considered that it is not through workshops and studies that you will actually change how a government operates.

¹⁸ UNCTAD, 2015. *Regional Workshop. Summary of Evaluations: Mainstreaming Trade into National Development Strategies to Achieve Poverty Reduction Objectives*. P.3

¹⁹ All EAs and indicators can be found in the Project Document: UNCTAD. 2012. *Project Document: Project M, Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction*. 37 p.

Figure 11. Beneficiary Ministries Working Together



Coordination

Above and beyond the indicator, in EA₁, one of the most important words is “jointly” (see above). The Project’s objective was to make sure the trade and planning ministries (or the equivalent) in the beneficiary countries would coordinate efforts to “assess trade options” and “understand the implications of trade strategies and policies conducive to poverty reduction”. It is clear from all data collected that the Project management team put many efforts in organising the implementation in cooperation with both types of institutions in all countries, to the extent possible. Many respondents mentioned that the participatory approach of the Project was appreciated.

Generally speaking, a good level of participation was noted. However, many respondents with a diversity of profiles mentioned that in certain circumstances, there was resistance from one side or another of the ministries in coordinating efforts. In an interview respondent’s words, “there was resistance from [institution X²⁰] in ‘sharing the scene’ with other institutions.” Information from the evaluation survey also points to challenges faced when trying to invite the representatives from other institutions to the events or coordinating/ creating the basis for trade mainstreaming committees.

The link between the workshops and the achievement of EA 1 is also somewhat difficult to establish. Although the large majority of respondents rated positively the outcomes of the workshops, some of them, during the interviews, specified that these presentations cannot actually change how national institutions are coordinating efforts as these are ad hoc events. More continuous and sustained capacity building directly linked to intra-government coordination on trade mainstreaming would be needed to impulse changes in the beneficiary countries. It was also noted that the presentations, although very interesting, were broad and did not necessarily tackle coordination issues specifically linked to their country. It is to be noted however that other participants think differently as demonstrated in one of the summary of evaluations from the workshops: “...the [participants’] evaluations praised the experience and capacities of the facilitators, and the knowledge and clarity of the presentations by UNCTAD, notably on trade, poverty and coordination and interactions with other policy areas...”

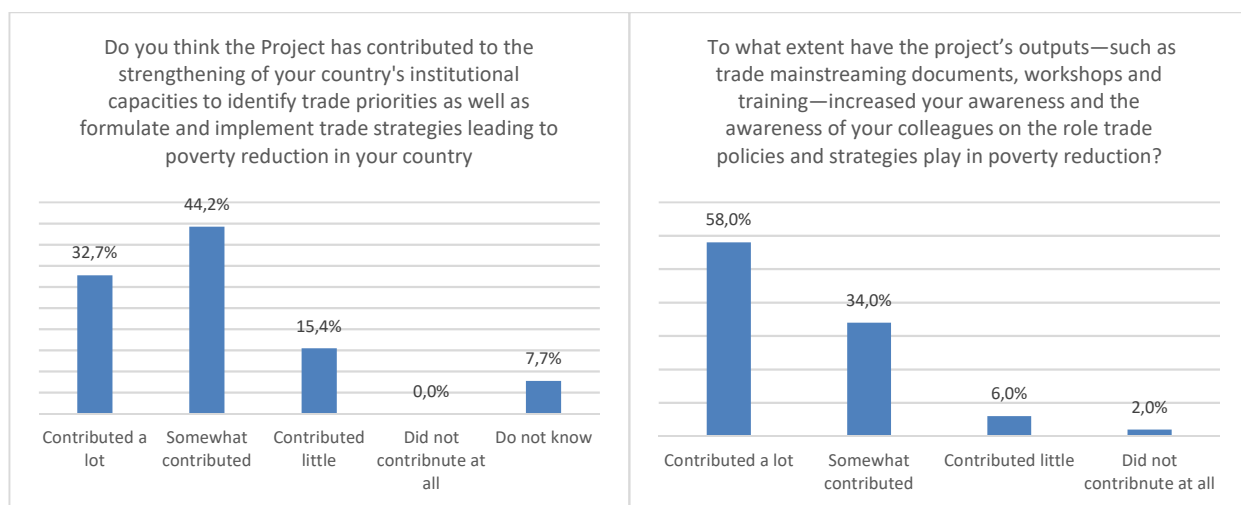
The nuanced feedback provided during interviews and through the open ended survey questions are supported by the quantitative survey data. The data presented in figure 11 shows that 76% of the respondents consider that the Project “contributed a lot” or “somewhat contributed” to enhance their capacity in working jointly with other ministries on trade policies / strategies. This leaves however 24% who consider that the Project “contributed little” (18%) or “did not contribute at all” (6%) to the coordination of national institutions in trade mainstreaming. In terms of the reasons supporting the relatively less positive answers, some respondents mentioned during the interviews that the form the Projects’ workshop took was not so different to many other workshops they had participated in as beneficiaries in other projects. For these respondents, nothing new and innovative was presented during the workshops that could really make a difference in the way the governments work. It is not that the presentations were not good, it is just that these will not lead to enhanced coordination amongst

²⁰ The institution is not mentioned here to ensure confidentiality of the respondent.

beneficiary institutions. In the evaluator's opinion, the project's objective to promote collaboration and coordination among different government agencies and institutions is quite ambitious. This is not the usual and direct behavioral change a technical assistance project addresses. To summarize, it is not that the project did not reach good results but rather that the project should not have aimed at trying to influence how national institutions coordinate and should not have made this target a central element of the approach.

Understanding trade priorities and poverty reduction

Figures 12 & 13



Concerning other aspects of EA1, it can be firstly noted that a portion of the respondents had some trouble determining if the Project had contributed to the strengthening of their country's institutional capacities to identify trade priorities as well as to formulate and implement trade strategies leading to poverty reduction in their country. The main reason for this challenge is the fact that it is considered too early to determine if that is the case or not (from the interviews). Apart from this 7.7% of the respondents that answered “do not know” (Figure 12), a good 15% mentioned the Project “contributed little” in that sense. The same argument came back in which the respondents, even if they consider the Project to be interesting and useful, is too punctual and short lived to really, significantly influence the capacities of the beneficiary country representatives. To nuance this however, to the question about raising *awareness* on the role trade policies and strategies play in poverty reduction received more positive feedback (92% mentioned the Project “contributed a lot” (58%) or “somewhat contributed” (34%), Figure 13). This is logical as the scope of such events and of the national studies can for sure support targets such as raising awareness of beneficiaries on certain issues but maybe less strengthen capacities. This is supporting the major finding of the evaluation linked to the scope of the Project and the limited effect it can actually have on beneficiary participants. Many respondents have repeated that it is now time to switch to capacity building through more in-depth and continuous support. Awareness has been sufficiently raised.

EA2: Strengthened national capacity for the formulation of a trade policy / strategy conducive to poverty reduction with an implementation plan

- Generally speaking, the Project enhanced the participants' capacities to develop trade policies/ strategies that are conducive to poverty reduction. *This needs to be nuanced by the fact that the national studies developed with the project's funding are considered “strategies” in the sense described in EA2 by many, if not the majority of the respondents.*

The Studies/ Strategies

Indicator of achievement: Draft national trade policy / strategy conducive to poverty reduction, with an implementation plan, prepared and submitted to the concerned Governments of LDCs for consideration and possible endorsement. In one country, in addition to the Project’s national study, the government is drafting a concept paper to guide the development of a trade policy framework with the indirect support of the Project. For the other beneficiary countries, national trade mainstreaming studies were developed through the work of national consultants—not without some issues. These studies took varying forms that “...aim[ed] to provide an in-depth assessment of the countries’ trade policy frameworks [...and] articulate options for enhancing the trade policies, and the appropriate strategies for mainstreaming trade into national development plans, as well as issues pertaining institutional capacities.²¹” For the majority of the respondents, including UNCTAD representatives, these documents are labelled “trade strategies” when referenced to EAs. Indeed, the word “strategy” is quite broad and fits well with the definition presented here. By the time the data collection phase of the evaluation was being finalized, all six studies have been presented and discussed with the governments and stakeholders.

UNCTAD took the approach of using the national workshop to validate the studies with the stakeholders, where a wide representation of stakeholders was encouraged. Notwithstanding this fact, some respondents from both the survey and the interviews consider that the content of the national studies is not sufficiently advanced, analytical and technical. In addition, many more respondents pointed to the fact that the consultants hired to conduct the studies should have consulted the stakeholders involved in a much more systematic way. This is also validated by the summaries of evaluations for the national workshops. For example, one such document reports: “The consultant should have validated the draft paper with the stakeholders, especially with senior government officials, well in advance²².” In addition, in some cases, the presentation of the national studies during the workshops sometimes led to confrontational situations in which the consultants who produced them were defending the work done instead of addressing the participants’ comments in a constructive way. Many respondents point to the fact that more quality control should have been conducted by UNCTAD and relevant national stakeholders on the content of the studies *before* presenting them at the national workshops. This issue could have been avoided if the lessons learned from the SPR project would have been known by the management team. In the latter project, similar situation were faced when presenting the SPRs during national workshops.

- ***As this has been raised at least in two DA evaluations (SPR and the present one), the evaluation team, in consultation with the EMU, highlights this as an important lesson learned: it is important to ensure sufficient consultations and pre-validation discussions are held on the documents produced through the project before presenting and formally validating them during validation workshops.***

Other respondents however feel that the studies delivered “rich and useful recommendations although they might take some time to implement.” Some suggest that more visibility should be given to the studies. Maybe organize a national launching event once the documents are finalized and approved. This idea was also presented as a recommendation in the SPR evaluation. The recommendation was the following:

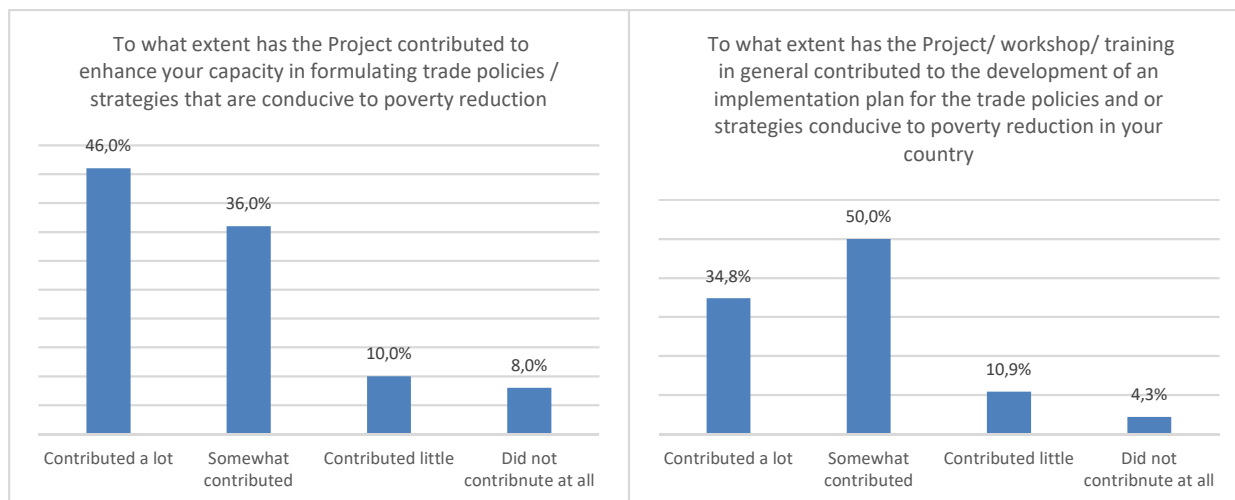
“It is recommended that the beneficiary national government, with the potential continuous support from UNCTAD, continue making sure that the SPRs are disseminated to the largest audience possible, nationally

²¹ UNCTAD, January 2016. *Annual Progress Report for the 8th Tranche. Strengthening of capacities of trade and planning ministries of selected least developed countries, to develop and implement trade strategies that are conducive to poverty reduction.* P.4

²² UNCTAD, 2013. Ethiopian National Workshop. Summary of Evaluations: Mainstreaming Trade into National Development Strategies to Achieve Poverty Reduction Objectives. P. 4

[...] *This dissemination process could take the form of a diffusion strategy and a launching event for the SPRs during which high level decision makers would be present.*” This recommendation could apply here to the national studies²³.

Figures 14 & 15



The question addressed in the first figure above shows yet again mainly positive results concerning the respondents’ appreciation of the Project’s contribution to *their* capacity in formulating trade policies / strategies that are conducive to poverty reduction (82% “contribute a lot” + “somewhat contributed”). Compared to other patterns of responses to the survey questions, this one (Figure 14) shows a more “polarized” picture of the responses in which there are quite a lot of respondents who answered that the Project “contributed a lot” (46%) and more than average respondents who pointed at the question with the “did not contribute at all” (8%) response.

For the second figure above and to the right, the answers are more “centralized” and still positive with 84.8% considering that the Project “contributed a lot” and “somewhat contributed” to the development of an implementation plan for the trade policies and or strategies conducive to poverty reduction in your country. This data points to the fact that the national studies²⁴ were appreciated in the sense that they were practical and “implementable”, a word used by a respondent. This demonstrates that the studies’ usefulness is somewhat hard to analyse in the evaluation as firstly, because they were developed by national consultants, their form and content varies extensively, and secondly, although some respondents would have appreciated a document that would have been more analytical and detailed, as mentioned above—the 15.2% who answered the Project only “contributed little” or “did not contribute at all”—others consider that these studies, to be useful, need to be as succinct, practical and to the point as possible. In other words, this data points to the fact that the needs are diverse and that it is hard to please all beneficiaries.

²³ It is to be noted that a key objective of the national studies was to serve as background document for the policy handbook. The handbook could only be completed once all the activities were delivered in December 2015. UNCTAD will disseminate the handbook amongst member states and stakeholders, and will use it in future technical assistance activities, and important policy frameworks for LDCs such as the mid-term review of the Istanbul Program of Action for LDCs, and other activities related to graduation from LDC status.

²⁴ With the information at hand, the evaluation consultant has not come across an “implementation plan” per se that could be differentiated from the national studies. Here again, the respondents interpreted the question as referring to the national studies as this is the main document the respondents associate with the project.

EA3: Strengthened national capacity for integrating development-centered sectoral trade strategies and policies into national development plans

- Overall, the information collected points to the fact that the Project sensitized the relevant beneficiaries on trade mainstreaming aspects but in terms of integrating trade policies into national development plans, the results are less visible/ partially achieved.

Indicator of achievement: National development and poverty reduction plans reflecting priorities of trade strategies.

This indicator of achievement has been partially met by the Project by convincing some of the beneficiaries that it is necessary to eventually start integrating trade priorities presented in DTISs and the national studies for example into development plans (pre-existing but mainly plans being updated or to be developed). In one country, where the Project was being implemented at the time the development plan and the trade policies were being revised, the chances of actually having the former reflect priorities from the latter are high. Hence, for a few of the beneficiary countries, poverty reduction plans and development plans are “*on their way*” to reflecting trade priorities. For the rest, there are still some steps that need to be taken before this becomes reality. In the latter cases, the momentum will come when the time to update their plans and develop their policies will come.

Trade Strategies and Development Plans

The first of the below figures, concerning the alignment of the *present* trade strategies with the poverty reduction objectives points to the lowest levels of the highest point of the scale responses (very aligned) in this section of the survey. 56% of the respondents preferred the “Somewhat aligned” answer and 18% responded negatively to the question. The main reasons explaining these answers is that some respondents considered there were no such trade policies/ strategies pre-existing or that the latter were clearly not aligned with poverty reduction objectives (or even that the latter were not clear enough to discuss in this manner). What is interesting is that the answers to the following question demonstrates that the Project was able to develop trade strategies (the studies) that *did take* into consideration poverty reduction objectives (contrary to the non-existence of the documents or to the fact that the trade policy that do exist, do not take into consideration poverty reduction objectives). 92% of respondents (Figure 17) answered positively the question with 52% mentioning the Project contributed a lot.

Indicator of achievement: Increased number of assistance needs and operations identified in the trade strategies in line with the national development plans.

In the majority of cases, the assistance needs and operations were identified in the national studies.

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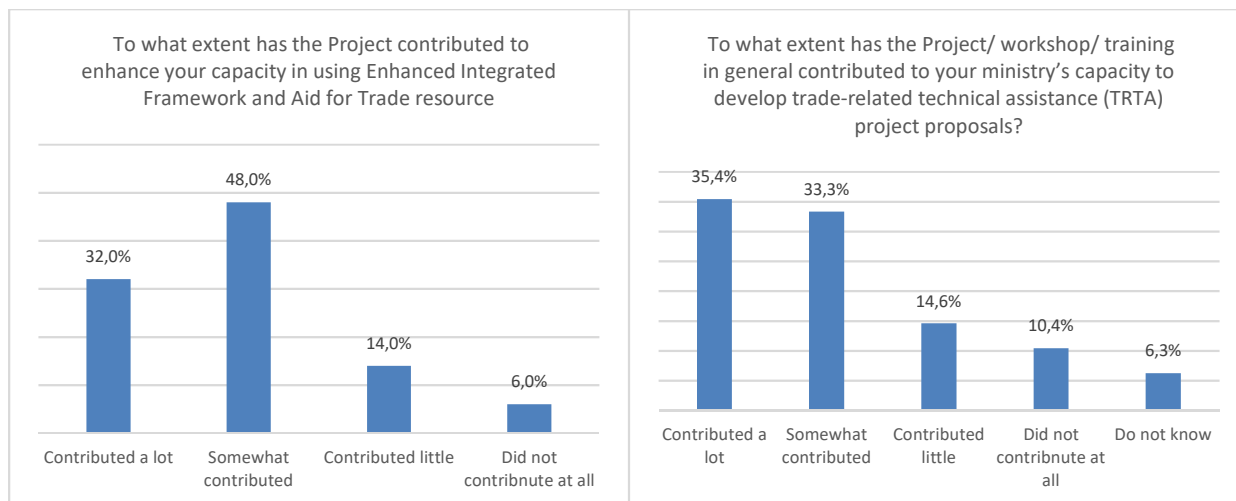
Figures 16 & 17



EA4: Increased utilization of Enhanced Integrated Framework and Aid for Trade resources in support of the integration and implementation of trade priorities in national development and poverty reduction plans

- The survey and interview data points to the fact that the Project has contributed to increase utilization of EIF and Aid for Trade resources although the evaluator has evidence for only one example of such utilization.

Figures 18 & 19



Indicator of achievement 1: Increased number of trade strategies build on the diagnostic trade integration study or the study update and the respective action matrix

The DTIS was a key information sources for many of the national studies, when available, developed through the Project, as reflected in the table below.

Indicator of achievement 2: Increased number of trade-related technical assistance (TRTA) project proposals formulated in line with Enhanced Integrated Framework and Aid for Trade guidelines and submitted for funding

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Case Study: Ethiopia

- In Ethiopia two consultants were hired. The first conducted a study which was not well received by the national workshop’s participants. It seems the content was not up to date and integrated a lot of information from work done for the development of the DTIS.
- The national study was received three to five days in advance which was appreciated by the workshop’s participants. It gave them the time to get acquainted with the content. The national workshop led to the decision to hire a second consultant, after a second chance given to the first consultant. Generally speaking, the respondents considered the presentations and training to be of good quality.
- The study developed by the second consultant was more appreciated. The respondents mentioned they had used the national study during their regular daily work, when needed. It seems some of the sections of the study were based on a preceding paper produced through work funded by UNECA.
- In terms of coordinating efforts between the Ministry of Trade (MoT) and other stakeholders to mainstream trade, the MoT has a role of leadership. During the Project, it became clear that the involvement of the Ministry of Industry and the private sector in the trade mainstreaming efforts was somewhat limited. The country is presently working on the finalization of a concept paper which will lead to development of a trade policy framework. For now, the majority of the work is done intra-MoT. In order to better plan and implement the strategy that will result from this work, the relevant government institutions need to strengthen engagement of partners into the development and implementation of the document.
- It seems many efforts are being implemented to eventually integrate of trade issues in the national development plan, the Growth and Transformation Plan II (GTP II), which is currently being reviewed.
- Many respondents mentioned that the structuring of a Trade Mainstreaming Committee would really help to reach interesting results. Some seem to think that this could be the role of the Trade Policy Coordination Council, tasked to develop the Trade Policy Framework, once its objective is met.
- In addition to serving as case study for the Project's Policy Handbook, the national study for Ethiopia **was** a key input for Ethiopia's DTIS update which is **was also** coordinated by UNCTAD also.

The evaluator came across one country in which the beneficiary representatives developed a proposal for the EIF trade mainstreaming fund. In fact, as mentioned in a progress report, the proposal led to the funding of the proposal’s project by the EIF Secretariat. It is to be noted that the EIF was already present prior to the Project in the trade mainstreaming “scene” in the beneficiary countries. The Project did however contribute to supporting the visibility of the EIF during the implementation phase. In the majority of workshops, EIF representatives were present or the framework and its implications were discussed extensively. It is interesting to see here that there is a divide between the effects of the Project on the individual capacities of participants and the ministries’ capacities they work in in using Aid for Trade to develop Projects. Indeed, the answers provided to the question in figure 18 above, related to the *respondents’* capacities to use the EIF and Aid for Trade resources, are more positive than the question in figure 19 related to the ministry’s capacity to develop trade-related technical assistance (TRTA) project proposals. It is to be noted also that the second question is more specific and addresses the capacity to develop proposals where the first one discusses the use of available resources in general.

"Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction"

External Evaluation of Development Account Project 1213M
FINAL EVALUATION REPORT

Table 1. Summary of Project's Outputs per Country

Country	National Workshop	Timing	Study
Ethiopia	October 30 – 31 2013 + training module (including review of DTIS)	<ul style="list-style-type: none"> • DTIS • National Development Plan (GTP II) • Trade policy framework 	<ul style="list-style-type: none"> • First study 2013 - 2014 • October 2015 (2nd version)
Lesotho	December 11 – 12 2013	<ul style="list-style-type: none"> • Some preliminary work done to develop a trade policy. • DTIS reviewed in 2012 	<ul style="list-style-type: none"> • First study December 2013 • July 2014 (2nd version) • August 2015 (final)
Senegal	January 29 – 30 2014	<ul style="list-style-type: none"> • UNCTAD completed DTIS update (2013) • Plan Sénégal Émergent (many of the ministries us information from the DTIS) 	June 2014
Buthan	September 29 2015	<ul style="list-style-type: none"> • The country was revising its development priorities in the context of graduation from LDC status • DTIS developed with the support from UNDP 	December 2015
Kiribati	National workshop on October 2 2015, in tandem (back to back the regional workshop)	<ul style="list-style-type: none"> • DTIS developed with the support from UNDP 	October 2015
Lao PDR	June 2 – 4 2014	<ul style="list-style-type: none"> • The country was developing the new five years Socio-Economic Development plan 	November 2015

The Handbook

The technical section of the handbook was delivered by the consultant in 2014. The final version was submitted to the evaluator on March 16th 2016. In this context, not much can be said about the document as it has not yet been disseminated to the expected audience. It is the evaluator's opinion that the content of the handbook is of good quality and should be useful to the beneficiaries. It is however extensive and detailed which can eventually lead to a situation where the expected users might not have the needed time and skills to digest its content and use it for decision making. In addition, another, similar document had been published by the UNDP in 2011. This report, developed in collaboration with the EIF, is called *Trade and Human Development: A Practical Guide to Mainstreaming Trade*²⁵. It is accompanied by a two page flyer which distills essential elements from the larger report. The Project's Handbook acknowledges the existence of the UNDP document and mentions that it is different and "complements the existing literature" in many ways: First, the handbook is centered on trade *Policy* mainstreaming, which is not the case for the UNDP report as the report examined the role of mainstreaming trade in addressing human development challenges facing developing countries; second, it can help measure "the success in mainstreaming trade"; third, it is broader in its consideration of trade mainstreaming as it addresses it in a developmental context: "[trade mainstreaming] enables LDCs to address their key development challenges, one of which is how to transform the structure of their economies and exports for sustained growth and poverty reduction" and also covered issues such as gender and inequality; fourth, it contains case studies which benefit from this project's field work and would be good reference for future similar interventions in LDCs; and finally, the Handbook focuses on LDCs exclusively to reflect their priorities and needs, which is not the case for the UNDP report (6 out of 14 are non-LDCs) nor the other existing literature. Still, some respondents, knowledgeable of the existence of the other study, with whom the content of the handbook was discussed during the events, did refer to the production of the handbook as a duplication of work. For these respondents, the funds use for the Handbook could have been channeled to capacity building activities and the more concrete implementation of the technical knowledge the Project generated²⁶; the evaluator observed that their priority needs is to use the fund for more concrete implementation of the technical knowledge, instead of a handbook. It is to be noted that while UNCTAD was planning the project, the UNDP document was in the process of being published and hence

²⁵ UNDP, EIF, 2011. *Trade and Human Development: A Practical Guide to Mainstreaming Trade*. 154 p.

²⁶ The Handbook was one of the key outputs proposed and approved by the UN Headquarters.

was not available for the staff. The handbook was planned at the project design stage to contain training materials used for the project and good practices and lessons learned from training modules and workshops, which could be applicable in a broader scope of situations post this project. In the presence of the UNDP document, UNCTAD staff endeavoured to develop a Handbook that would add value to the existing UNDP document and avoid duplications.

With all this at hand, it becomes clear that the issue is linked to a question of perspective by different stakeholders of the project. It is generally recognized that one of the main critiques of such projects is the fact that they always produce too many reports, retrospective analyses and diagnostics and no real results are reached in the end. The evaluator is not necessarily in agreement with this critique but has many times come across it, including during interviews for the present evaluation. In this context, if, in addition, a document exists and that a new project develops a similar one, even if there are differences, some respondents and stakeholders will rightly *perceive* this as less productive than in field work.

RECOMMENDATION 1: It is recommended to make efforts to maximize the use of pre-existing documentation and tools (e.g the UNDP document) in the implementation of such projects so that as much concrete results as possible be made available for the beneficiaries (e.g. support for the implementation of actions plans)

Challenges

One of the main challenges faced by the Project was the follow up on work accomplished by the national consultants as reported in all the progress reports. In some cases, the first versions of the documents the consultants produced were not finalised and were usually taken up by other consultants afterwards, because the quality of the first draft was below the expected quality. In some countries, this situation, *amongst others*, led to the impossibility to conduct a second national workshop as planned. Indeed, the Project Document had envisaged for the implementation of two workshops. “One workshop to prioritize recommendations of the action matrix and to devise processes for developing and implementing a trade strategy and trade policy framework conducive to poverty reduction; and one workshop to validate the elaborated trade strategy and trade policy framework with its implementation plan²⁷.” This issue of managing consultants was also faced by the SPR project. The evaluation of the latter produced the following recommendation:

- ***To the extent possible, it is recommended to find solutions to the delays caused by national consultants’ recruitment procedures, such as increasing daily rates, publicizing vacancy information more in advance and through a wider dissemination channel.***

Here is a list of the other main factors leading to the challenges:

- Change in beneficiary governments: Change in governments affects the country’s priorities and can heavily impact the project’s implementation. Such was the case in one of the beneficiary country, in which less high level attention was given to the project once the elections started. UNCTAD should use upcoming major political events (e.g.: elections) and treat them as influencing factors for their implementation. Risk mitigation measure could hence be developed in that sense. This is linked to Recommendation 1 presented above in the relevance section: As part of the preliminary design phase research and feasibility study, UNCTAD could research on up-coming political events in the potential beneficiary countries, in order to facilitate a solid entry point when funds were unlocked for project implementation.

²⁷ UNCTAD. 2012. *Project Document: Project M, Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction*. P.23

- As already mentioned, the lack of consultations with relevant national stakeholders hindered the buy-in from the latter. Much of the data in the national studies are secondary data. This same issue was faced during the production of the SPRs. The subject was even integrated in a recommendation which could have been useful in the context of the M Project:
 - ***It is recommended to set the necessary context (e.g.: increase in funds and project implementation timeline) to allow for the collection and use of primary data for the development of the SPRs as this would increase the level of usefulness of the documents' recommendations***
- There were some language issues for Senegal. For the regional workshops, the Project Document had planned to conduct one workshop for French speaking countries. As there was finally only one French speaking beneficiary country, this was not possible (the workshop was still implemented, but not in the language of the beneficiary country). Hence, the Project paid for simultaneous translation.
- Some respondents noticed a lack of private sector involvement. As no representatives from the private sector have been met during the evaluation's data collection phase, it is impossible to triangulate this information.

Success Factors

Success factors:

- The pre-existence of trade coordination committees were perceived by many respondents as an important success factor.
- As already mentioned, the timing of the implementation of the Project really affected the responsiveness of the beneficiaries (The project received positive responses from the beneficiaries and they dedicated the necessary time and effort): GTPII was to be integrated in the Project. In the latter document, trade coordination is a priority.
- The national studies contain specific recommendations for the institutions involved and many respondents mentioned this was a good thing. The institutions have a clear sense of what their role can be if they take into consideration the recommendations made.

3.2.1. Gender aspects

Recently, UNCTAD has made gender equality as an important consideration in the planning of its evaluations, and gender equality has become one of the evaluation criteria in most evaluations. It is important to note that this focus was driven by the UN system-wide initiative called UN-SWAP (United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women) and UNCTAD joined the pilot reporting of its performance in integrating gender equality in evaluations at the beginning of 2014. The effects of the system-wide downstream efforts on the evaluation end as well as on the way projects are designed and implemented integrating gender equality is yet to be seen. Although some UNDA projects did have a gender element in the project plan, according to EMU, a lot of recently evaluated UNDA projects were only tracking and reporting sex-disaggregated data, without mainstreaming gender equality in policy advice or other higher level of benefits to gender equality.

Nonetheless, the Project reached interesting results linked to gender aspects. For example, a panel on gender issues and social inclusion was organized during the Asian regional event. This is an interesting approach to sensitize decision makers on the importance of gender in trade in general. Gender equality and its link with trade and poverty was central to a specific presentation during the regional workshop in Lesotho. Finally, the theme is also addressed in a section of the Handbook.

The information on participation levels in events was not disaggregated by sex, except in the final progress report. The latter document points to the following information:

- Ethiopia, October 2013 (60 participants, 25% women)
- Lesotho, December 2013 (50 participants, 70% women)
- Senegal, January 2014 (45 participants, 20% women)
- Lao PDR, June 2014 (25 participants, 15% women)
- Bhutan, September 2015 (25 participants, 15% women)
- Kiribati/Manila, October 2015 (35 participants, 30% women)
- Regional Workshop Africa, Lesotho 31 March to 1 April 2015 (60 participants, 50% women)
- Regional Workshop Asia-Pacific, 1-2 October 2015, back to back with the Kiribati national event (35 participants, 50% women)

During the interview process, the majority of respondents were men. It was also demonstrated above that more men than women responded to the survey. There were not that many women consultants either. It is important to mention however that the majority, if not of the respondents contacted through interviews mentioned that they were satisfied with the level of participation of women with some mentioning that there were more women than men involved in certain activities. As was the case for the SPR project, it is also important to note that the UNCTAD management team made efforts to generate women participation in the M Project but that to a certain extent, they only had partial control over this aspect of the project as they adopted a participatory approach to the implementation.

RECOMMENDATION 2: As this project has started doing, it is recommended that gender aspects always be made a cross cutting theme in such projects. For example, in the contents of the trainings and presentations, in the policy advice and policy development support provided, gender equality should become highly important aspect of awareness raising projects such as this one.

3.3. Efficiency

Have project management, implementation modalities, and internal monitoring and control been adequate, and have the activities been carried out within the planned timeframe?

Have resources and funds been used efficiently, leveraging in-house expertise, previous research and technical cooperation outcomes, existing databases, and other in-house resources of UNCTAD?

Has the project strategy of leveraging partnerships contributed towards the outcomes of the project? How?

Figure 20. Efficiency

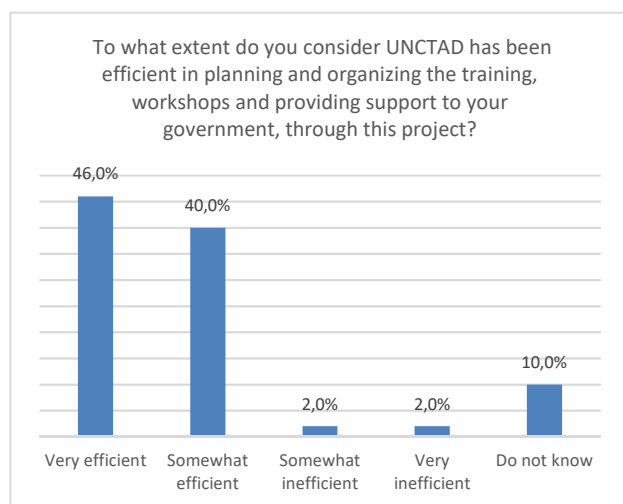


Figure 20, to the left, demonstrates that the majority beneficiaries (86%) consider that the Project has been planned and implemented in an efficient manner. What this figure also demonstrates is that it is sometimes difficult to assess efficiency. Indeed, 10% of the survey respondents mentioned they could not answer the question (replied “Do not know”). It is hard to evaluate the efficiency of project implementation in general, including for evaluators. The evaluator here will use the data and information collected during the evaluation process to respond to the above questions.

However, contrary to other situations, the present evaluation can compare what was accomplished in the same time, with almost exactly the same amount of

money in the SPR and the M projects.

Table 2. SPR & M Projects; Similarities and Differences

	SPR Project	M Project
Budget	653,000 USD	641,000 USD
Management team	The equivalent of 2 full time UNCTAD staff and a team of 5 part time staff, under the overall and direct guidance of the branch director	1 UNCTAD staff, with another two colleagues providing administrative support, also under the overall and direct guidance of the branch director
Comparable expenses (USD)	<ul style="list-style-type: none"> 185 K in staff travel costs 132 K in consultant fees & travels 57 K in general temporary assistance 170 K in seminars and workshops 0.8 K in operating expenses Total expenditure: 545,619 *	<ul style="list-style-type: none"> 145 K in staff travel costs 166 K in consultant fees & travels 82 K in general temporary assistance 226 K in seminars and workshops 0.5 K in operating expenses Total expenditure: 620,326 **
Studies	Eight national studies	<ul style="list-style-type: none"> Six national studies One handbook
National events	14 two day events, two per country (discuss, adapt and adopt the national studies - SPR) At least 840 persons attended the 14 events, with around 60-80 attending each event ***	Six countries each hosted one national events that lasted one – two days. Ethiopia hosted two events (training sessions + discuss, adapt and adopt the national studies) Estimated 300 participants in all.
Regional events	<ul style="list-style-type: none"> Two regional events (experiences, lessons learned and best practices exchange), each has roughly 100 participants*** Four study tours (to show beneficiary countries what others are doing to innovate in service policy) 	Two regional events (experiences, lessons learned and best practices exchange and training) one of which was combined with a national event
In house leveraging	<ul style="list-style-type: none"> Peer to peer review of the SPRs Involvement of regional events 	<ul style="list-style-type: none"> Speaker/ trainer in national and regional events Involvement in regional events

Note:

*: The total expenditure was further verified based on UNCTAD finance's DA project expense report issued at the end of 2015.

**: The total expenditure was verified against UNCTAD finance's DA project individual expense record as of 3 June, 2016 and then again on June 29th

***: According to the end of project report sent to UNDA office

The evaluator would like to highlight some of the differences between the two projects outputs are:

- UNCTAD had already worked on the development of one SPR in Uganda before the UNDA project was planned and approved, which probably contributed to enhance the productivity of the management team-organizing more national events than Project M and producing more country reports;
- More UNCTAD staff involved in the SPR project’s implementation;
- The cost of developing the Handbook. The project document had mentioned 32k USD and the project team informed the evaluator that it actually costed USD 31.6K);
- M Project provided more training during its events while the SPR project events were for validation of the SPRs;
- The M project spent more than the SPR project. Fund utilization reached a very high rate of 96.8%.

Although the subject matters are different; that SPRs are not the same as national studies; that the workshops surely took different forms; it can be noted that the SPR project seems to have accomplished more in pretty much the same context. Indeed, having spent more than the SPR project (74,707 USD more), including in consultants’ fees & travels and workshop expenses, the M Project implemented half the number of national workshops, no study tour and reached fewer beneficiaries.

Concerning the fact that 8 of the 12 planned events have been implemented here is how the management team explains the situation: There were some delays caused by the introduction of UMOJA (the ERP system launched in late 2015). UNCTAD, among other UN offices and programmes in the same batch, had to make necessary adjustment to the original plan and reschedule or bring forward activities to avoid financial transactions during the time when the old system was frozen and data migration was performed. Since the second national workshops were mostly planned for the second half of 2015, and given problems caused by some of the consultants recruited for this project, and the delays in getting responses from some governments regarding logistics and agreement on the dates for the meetings, the project team adjusted the national events from 12 to 8. The budget of the 4 national workshops that were not held was redeployed to strengthen the reach of sub-regional workshops, so that stakeholders from Trade and/or Planning Ministries of other LDCs in both Africa and Asia-Pacific participated in such events and more target beneficiary countries representatives participated in the events.

It can be reminded here that the M project targeted LDC exclusively where the SPR project involved more advanced countries such as Peru, Rwanda and Jamaica but still, there were two more SPRs, which are complete, published documents. The M Project did publish the handbook also.

Logistics

As the Project’s management team itself recognized, the organisation of the events (workshops) was quite time consuming. The main reason for this was the fact that the team had to continuously keep the national stakeholders focused on the Project’s logistics. As the Project’s progress reports mention: “[g]iven the multiple demands in the context of the LDCs international agenda and multilateral commitments, it is challenging to coordinate some of the activities at the national and regional levels²⁸.” In this context, the national stakeholders involved in the implementation of the Project has to always be reminded of the importance of the Project. The solution to this challenge was to identify a focal point in the countries which would be responsible to coordinate Project’s efforts to produce outputs and disseminate information nationally. Despite these minor challenges, the majority of the interview respondents were satisfied with how the logistics of the Project were handled by the

²⁸ UNCTAD, March 2014. *Annual Progress Report for the 8th Tranche. Strengthening of capacities of trade and planning ministries of selected least developed countries, to develop and implement trade strategies that are conducive to poverty reduction*. P.6

management team. In fact, a few respondents in the open ended questions of the survey mentioned that efficiency in logistics was one of the main strength of UNCTAD in Project implementation.

There were however some inefficiencies in implementation: as already discussed in the relevance section, much work was done during the first months of execution in 2012 and the first full year (2013) in a country that was finally not included in the Project. It's important to recognize that this issue was mainly caused by: 1) Unforeseen issues such as change in government priorities in development strategy and 2) lack of a risk mitigation. However, the fact remains that this led to the spending of funds with little results.

Intra-UNCTAD leverage work and inter-agency synergies

In addition to working closely with other sections from the Division for Africa, Least Developed Countries (ALDC) and Special Programmes, the Project received technical support from other UNCTAD divisions mainly from the Division on International Trade in Goods and Services, and Commodities (DITC). The main example of this was the joint implementation of the regional African workshop (ALDC and DITC). This was an interesting situation in which the joint efforts of the two divisions were observed by consultants working on evaluating DITC's work. It was reported here that the evaluation revealed positive results in terms of intra-agency leveraging and efficiency gain. In addition, the coordinated work was appreciated by the workshop participants as the presentations were rich and diverse but even the UNCTAD staff greatly appreciated the input of one another. It is to be noted that as the Project subject matter is relatively broad (i.e.: development issues in addition to trade matters), it was reported that sometimes, although all reports were reviewed by peers, it was difficult to share in-depth feedback.

However, the intra-UNCTAD leverage work could be the explanation why the M Project did not produce as many outputs as the SPR project with the same resources. The SPR implementation structure was intensively based on work done by team and a lot of peer review, not paid by the project, allowed for the documents to be produced efficiently. This is only a hypothesis which would remain to be tested in a larger scoped study or audit.

As already mentioned, important synergies with ADB, UNDP and the EIF Secretariat were organized.

- In one country, UNCTAD worked with UNDP to support the inter-ministerial coordination for the workshop logistics. In other circumstances, the UNDP Resident Representatives were present during national workshops. The presence of the UNDP offices in the beneficiary countries made these synergies more manageable. In fact, when discussing related elements with respondents, some of them mentioned that the fact that UNCTAD *did not* have country offices sometimes complicated logistics and affected the efficiency of the Project's implementation. The main differences between the two institutions also rendered their coordinated work complementary: the UNDP is more of an institutional partner for the beneficiary countries where UNCTAD can share knowledge, know-how and expertise on trade matters given its knowledge generating profile. Also, in one country, the UNDP worked with the government to update the DTIS.
- In Asia, the ADB was implementing a similar project in the region with a different focus and coverage of countries. In this context, the two institutions decided to work together to conduct the Asian regional workshop. This was the first time ADB and UNCTAD worked together. ADB hosted the regional workshop and UNCTAD invited the participants (ADB cannot invite non-members of its institutions). The speakers present during the workshop were roughly half from the UNCTAD Project and half from the ADB project. All cost were shared except the invitations²⁹. This synergy led to cost efficiency but as acknowledge by both institutions' respondents, the coordination was not easy.

²⁹ ADB covered the local costs of running the event (food, conference venue, transfers from hotel to conference and local staff). UNCTAD covered all travel costs

- As already mentioned in the effectiveness section above, the UNDP had already developed a trade mainstreaming document (UNDP / EIF³⁰) in 2011. Even though the management team rightly points to the fact that the Project’s Handbook is different from the UNDP document, it is hard to not at least *perceive* this as a duplication of efforts. As a very similar document already existed, to extract the most of every dollar and make sure the largest portion of the budget directly went to the beneficiary countries, could the Project have worked with the UNDP document? Some respondents mentioned that the Project could have implemented what was already in the document. As one respondent said: “Instead, they wanted to start again from scratch.” Eventually, the extra funds could have been used to conduct second national workshops in some countries.

Monitoring

The Project management team reported regularly, on a timely manner and used the DA templates for report. The reporting for the Project however, needs to be more precise, pointing to more details on the events, document production and challenges as well as to adapted analysis and comments. Although reporting is to demonstrate how the Project is progressing in reaching results, it is also a learning process and should be used to portray a balanced view on how things are going and eventually find solutions to existing challenges. Table 3 in section 3 of the progress reports “Challenges/ Problems Encountered so far” contained broadly the same challenges and mitigation strategies throughout the project. Challenges sections are important for improvement of the effectiveness of project implementation. They should be seen as internal management tools in addition to only reporting to New York. The management team mentions that the challenges were broadly the same throughout, hence the very similar section 3 tables year after year.

In addition, the evaluator noted some misalignments between information provided in the “Review of Performance Indicators” and the indicators themselves. For instance, in one of the progress reports, for the indicator “Draft national trade policy / strategy conducive to poverty reduction, with an implementation plan, prepared and submitted to the concerned Governments of LDCs for consideration and possible endorsement” the information integrated mentions “The 6 national studies aim to provide an in-depth assessment of the countries’ trade policy frameworks. The studies articulate options for enhancing the trade policies, and the appropriate strategies for mainstreaming trade into national development plans, as well as issues pertaining institutional capacities.” Although this information is interesting and important, it does not relate to the indicator: are the national studies—which are considered as “strategies”—conducive to poverty reduction? Do they have implementation plans? Were they submitted to the concerned Governments of LDCs?

Communication

During the evaluation process, during interviews with beneficiaries, it became clear that there was some confusion about which UNCTAD project was being evaluated. As some beneficiary countries are receiving support by UNCTAD through more than one project, the respondents thought the present evaluation process was addressing another project³¹. This demonstrated that the respondents had difficulty making the difference between two UNCTAD projects which raises the question on communications. The idea of relying on a national focal point to relay the Project’s information and details is logical and efficient and also creates ownership in the countries. However, this also creates a distance between UNCTAD management team and the beneficiaries. Many times during the evaluation’s interviews, the respondents mentioned they had only been in communication

³⁰ UNDP, EIF. 2011. *Trade and Human Development: A Practical Guide to Mainstreaming Trade*. 154 p.

³¹ The Green Export project.

with the management team during the workshops. Other than that, they had not received much information directly from UNCTAD, except the invite to participate in the evaluation interviews. There should be a balance between the delegation of implementing responsibilities to the national level focal points and being in direct contact with the beneficiaries to ensure a solid link is developed between the agency and the beneficiaries. This would also help in bringing attention to the Project and eventually avoid confusion on the project; the names of UNCTAD representatives would bare a significance to the beneficiaries who could then relate to the Project. This also reinforces the challenges created by the fact that UNCTAD does not have country offices in the targeted capitals. As shown with the SPR project who had a larger team with UNCTAD staff who were dedicated to countries or regions, the link and follow-up with beneficiaries was more direct.

In addition, as demonstrated in other projects, it could have been interesting to develop online platforms and newsletters for information dissemination and UNCTAD-beneficiary and inter-beneficiary links development.

RECOMMENDATION 3: It is recommended to make sure direct communication links (e.g. emails, phone/Skype newsletters, face to face, online platforms, etc.) are established and continuously nourished with the beneficiaries to ensure they remain on board with the project and dedicate the necessary time to smoothly implement the activities.

3.4. Sustainability

What is the likelihood that the benefits from the project will be sustained following the completion of the project?

Have efforts been made to sustain the knowledge and research result gained in the project for future similar interventions to be carried out by UNCTAD?

Is the project supported by the national government? Do the government counterparts demonstrate leadership commitment and technical capacity to continue the work initiated by the project?

With smaller projects such as this one and the SPR project for example, addressing the sustainability criterion is always somewhat delicate. How can we expect such projects to really produce sustained results in a short time, in so many countries which such a small budget? As was the case for the SPR project, the issue now for the M Project is to implement the studies' content in the beneficiary countries. At the end of the report, the reader will find recommendation to address this sustainability manner in a more extensive version than usual.

The Handbook

In terms of sustainability, the questions above relate to the objective of finding how to continuously engage the beneficiary representatives in mainstreaming trade in their country. The handbook in that sense is an important sustainability element of the Project as it captures the essence of the knowledge generated and integrates it into a complete report with talking examples for the LDCs. As some respondents mentioned, it might have been interesting to have developed some sort of summarized version of the Handbook to be more practical, simple and accessible. As an example, there is the two pager that was developed by the UNDP/ EIF in 2011³².

Use of what has been acquired

It is hard to know if the beneficiaries will use the knowhow and skills they have acquired during the Project as the consultant can only rely on what the respondents report. During the evaluation, the majority of them said they would in one way or another. One of the elements that factors in this discussion is the type of beneficiaries involved in the Project. It is always important to have higher level, decision-making beneficiaries, such as ministers, who can attract the necessary attention to the importance of the Project and its objectives. However, it is also important to make sure that trade technical experts and working level managers in the ministries are involved to ensure the acquired skills are actually integrated and used in the ministries' daily operations. Also, in some cases, the involvement of politicians can create challenges for the management team. In some of the Project's beneficiary countries, parliamentarians were involved (ministers), which was generally seen as a positive aspect. Yet at a certain point, in one of the African countries, this situation hindered the possibility of progress. Amongst other factors that caused these obstacles was the fact that, even though the parliamentarians attracted political attention to the Project, they were also (pre)occupied by other national political issues (i.e. elections). In this particular example, the Project was negatively affected. The ministers involved couldn't devote sufficient attention to the project due to their busy schedule and priorities of work, the technical experts couldn't move forward with the activities without sufficient attention or endorsement from the senior officials.

In any case, this is a delicate subject matter because in reality, and rightly so, it is the beneficiary countries that decide who participates in the Project's activities and who does not. Thus, to the extent possible, the

³² EIF, UNDP. 2011. *Customized Support Mainstreaming Trade*. 2 pages.

management team should try to convince those who decide to make sure a good balance is reached in terms of types of participants targeted so that, if ever there is a political matter that distracts the attention of the ministers, the directors and employees can continue coordinating efforts with UNCTAD. Having this mix of political and technical stakeholders involved as criteria for selection of who to involve in such projects could be a good idea.

RECOMMENDATION 4: It is recommended to use a programmatic approach to follow up on the good results reached in the Project, including but not limited to: help establishing inter-agency committees or working groups to follow up on the country studies and develop implementation plans, limit the follow up action by addressing needs of the most promising beneficiary countries, collaborating with different development partners to utilize their special expertise that can complement UNCTAD’s expertise.

As many times mentioned in the present evaluation report, although the Project has reached results in terms of sensitization amongst the beneficiary representatives, it has not yet reached higher level results. This is because of the nature of the Project: a DA Project which is implemented with a relatively small budget (641,000 US\$), spread over a wide geographical area (six countries in two continent) and shortly lived (less than four years). At this point, to make sure the results are sustained, there is a need for continuous support. *All respondents interviewed mentioned that the follow up work on trade mainstreaming will be the main issue in terms of sustainability of the results. How will the studies be applied? Who will read the Handbook and use its content? In what ways will the training and discussions facilitated during the national and regional workshops influence the everyday work of the beneficiaries? Will all this affect decision making in the beneficiary ministries? Will there be more coordinating efforts amongst the ministries?*

- ***Special recommendation: It is recommended to consider cutting down on the number of countries to be involved in DA projects. The spreading of efforts by management teams in implementing DA projects in more than 5 countries has shown, in the past three UNCTAD DA evaluations conducted by the same evaluator, to reach results that were somewhat less concrete and sustainable due to the depth and intensity of activities that can be offered to each country.***

The success factors mentioned in the effectiveness section can surely help: if a trade mainstreaming committee exists or is formed in the countries, this will boost the sustainability of the results as a specific working group would ensure the subject matter receives the necessary attention. Also, if the development of a trade policy and a poverty reduction plan is in process, than the timing will be right to allow for the actual results to be integrating in these documents. As in certain circumstances, some or all of these elements converged, it could be interesting to verify in a year or two if the outputs are being implemented through an impact evaluation process. But more broadly speaking, in the short term, what the beneficiaries need is continuous *capacity building*. This has been brought up many times in the interviews and through the survey answers provided.

Examples of thematic capacity building activities need to include structural transformation and productive capacity issues, graduation from the LDC category in the context of national development planning, and trade policy analysis for poverty reduction, as requested by the beneficiary countries. This information has been for the most part mapped out in the national studies. How will the countries get access to this capacity building? EA₄ was a logical response to this question: give the beneficiaries the tools they need to enable them to reach out to receive the needed assistance. The end of the Project can also be seen as an opportunity for UNCTAD and its implementing partners to select a smaller number of countries and continue working with them in a more in depth approach to really try and change things at a higher level.

The evaluator believes that using a more programmatic approach could lead to more sustained results. Choosing a smaller number of countries can eventually allow for the technical support to be longer lived. Hence, in a four

year project, the countries could be accompanied during the whole duration. Systematically work with partners, through an official co-implementing structure could ensure that each implementing organization would apply its unique expertise toward the same objective. In a certain way, each of these agencies could even focus on a certain type of beneficiary at the same time, which would create strong centralized changing effect. Examples of international development institutions with which UNCTAD could work are UNDP, EIF, ECLAC (for regional co-implementation) and many others. The Project Document did mention that other agencies would work together in implementing the Project’s activities (UNIDO, UNDP, ITC, FAO, WTO, UNEP, ILO, UNCITRAL, UNOPS and the five UN Regional Commissions (ECE, ECA, ECLAC, ESCAP and ESCWA)) but what the evaluator is referring to here is to really coordinate efforts, through a programmatic view, in which a more holistic approach would be used. UNCTAD would continue playing its knowledge generating role, the ITC could for example ensure that the private sector is fully on-board and informed, UNDP could focus on institutional support to enhance effort coordination, regional agencies could make sure that all program efforts are well adapted to the specificities of the beneficiary institutions, etc.

This main recommendation of the evaluation report is not only distilled from the present evaluation exercise but matured through a series of evaluations conducted by the evaluator on the account of UNCTAD UNDA projects. Lattermost UNDA projects are in essence seed projects which should normally be supported in the longer term through other development activities to really change things in the beneficiary countries. The evaluator thus recommends that a program be designed through an inter-agency effort, focusing on a smaller number of countries and ensuring a holistic approach to capture all the developmental angles and engage fully all the stakeholders.

ANNEX 1 EVALUATION MATRIX

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources	
RELEVANCE				
<ul style="list-style-type: none"> Do the Project design and the choice of activities and deliverables properly reflect and address the needs of the beneficiaries? <ul style="list-style-type: none"> Is there a correlation link between the Project's design, activities and deliverables and the needs of the beneficiaries? 	<ul style="list-style-type: none"> Level of knowledge of the beneficiaries of the Project Level of satisfaction of the beneficiaries with the Project design Level of satisfaction of the beneficiaries with the Project's design (activities and deliverables) Perception of Project managers 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Workshops' summary evaluation responses 	
	<ul style="list-style-type: none"> Number of occasions during which the beneficiaries were able to express their needs during project implementation Perception of beneficiaries regarding the extent of their needs captured/ reflected in the project design and implementation. 	<ul style="list-style-type: none"> Interviews Survey 	<ul style="list-style-type: none"> Beneficiaries Project managers 	
	<ul style="list-style-type: none"> Do the project design and the choice of activities and deliverables take into account UNCTAD's mandates? 	<ul style="list-style-type: none"> Correlation between the project design and UNCTAD's mandates Correlation between selected activities with UNCTAD's mandates 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Progress reports Project document Beneficiaries Project managers
	<ul style="list-style-type: none"> Are the project design and the choice of activities and deliverables aligned with the objectives of Development Account? 	<ul style="list-style-type: none"> Correlation between the project design and the objectives of Development Account Correlation between the selected activities and the objectives of Development Account 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Project document UNCTAD general documentation³³ Beneficiaries Project managers Other UNCTAD representatives
<ul style="list-style-type: none"> Were the actual activities and outputs of the project consistent with the overall goals and the intended outcomes? 	<ul style="list-style-type: none"> Correlation between the activities and outputs and intended outcomes Correlation between assumptions made during the design phase and the actual operating environment of the project 	<ul style="list-style-type: none"> Document review Interviews 	<ul style="list-style-type: none"> Project document Progress reports Beneficiaries Project managers Other UNCTAD representatives 	
EFFECTIVENESS				
<ul style="list-style-type: none"> Have the activities achieved or are they likely to achieve planned objectives as enunciated in the 	<ul style="list-style-type: none"> Number of meetings and seminars on trade strategy issues (trade options, trade strategies, trade strategy 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Progress reports Project document Trade strategy and implementation plan 	

³³ If considered relevant and if they are available during the Geneva mission.

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Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
<ul style="list-style-type: none"> project’s logframe and produced beneficial results? Measuring the expected accomplishments indicators: o Strengthened capacity of trade and planning ministries of participating least developed countries to jointly assess trade options and fully understand the implications of trade strategies and policies conducive to poverty reduction 	<ul style="list-style-type: none"> development and implementation plan) organized jointly by trade and planning ministries 	<ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • Workshops’ summary evaluation responses • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> o Strengthened national capacity for the formulation of a trade policy / strategy conducive to poverty reduction with an implementation plan 	<ul style="list-style-type: none"> • Existence of draft national trade policy / strategy conducive to poverty reduction, with an implementation plan for each of the concerned Governments (for consideration and possible endorsement) • Nb. of beneficiaries reporting having sufficient capacities to develop trade policies / strategies conducive to poverty reduction. 	<ul style="list-style-type: none"> • Document review • Interviews • Survey 	<ul style="list-style-type: none"> • Progress reports • Project document • National policy documents • Report on submission of national trade policy • Workshops’ summary evaluation responses • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> o Strengthened national capacity for integrating development-centered sectoral trade strategies and policies into national development plans (e.g. United Nations Development Assistance Frameworks and poverty reduction strategy papers) 	<ul style="list-style-type: none"> • Evidence that national development and poverty reduction plans are reflecting priorities of trade strategies • Number of assistance needs and operations identified in the trade strategies in line with the national development plans 	<ul style="list-style-type: none"> • Document review • Interviews • Survey 	<ul style="list-style-type: none"> • Progress reports • Project document • National policy documents • Trade strategies • Poverty reduction plans • Workshops’ summary evaluation responses • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> o Increased utilization of Enhanced Integrated Framework and Aid for Trade resources in support of the integration and implementation of trade priorities in national development and poverty reduction plans 	<ul style="list-style-type: none"> • Number of trade strategies build on the diagnostic trade integration study or the study update and the respective action matrix (if or when applicable) • Number of trade-related technical assistance (TRTA) project proposals formulated in line with Enhanced Integrated Framework and Aid for Trade guidelines and submitted for funding 	<ul style="list-style-type: none"> • Document review • Interviews • Survey 	<ul style="list-style-type: none"> • Progress reports • Project document • National policy documents • Trade strategies • Diagnostic trade integration study • Proposals and requests submitted • Workshops’ summary evaluation responses • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> • To what extent are project stakeholders satisfied with the activities delivered and 	<ul style="list-style-type: none"> • Level of satisfaction of the stakeholders with the activities 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Workshops’ summary evaluation responses

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Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
the quality of the outputs?	delivered and the quality of the outputs?	<ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> • What were the main factors influencing the outcomes of this project? 	<ul style="list-style-type: none"> • Factors influencing the outcomes of the project 	<ul style="list-style-type: none"> • Document review <hr/> <ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • Progress reports • Trade strategies • Workshops’ summary evaluation responses <hr/> <ul style="list-style-type: none"> • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> • What are the lessons to be learned for a replication of the project approach to other locations? 	<ul style="list-style-type: none"> • Lessons learned for replication of the project to other locations • Degree of replicability of the project in other locations 	<ul style="list-style-type: none"> • Document review <hr/> <ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • National policy documents • Trade strategies • Diagnostic trade integration study • Progress reports • Workshops’ summary evaluation responses <hr/> <ul style="list-style-type: none"> • Project managers • Consultants • Beneficiaries
EFFICIENCY			
<ul style="list-style-type: none"> • Have project management, implementation modalities, and internal monitoring and control been adequate, and have the activities been carried out within the planned timeframe? 	<ul style="list-style-type: none"> • Existence of a monitoring strategy • Adequacy of monitoring tools to measure results achieved • Level of satisfaction of relevant stakeholders concerning reporting • Level of satisfaction of beneficiaries with UNCTAD’s communication procedures 	<ul style="list-style-type: none"> • Document review <hr/> <ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • Progress reports • Project Document <hr/> <ul style="list-style-type: none"> • Project managers • UNCTAD staff using reporting • Beneficiaries
<ul style="list-style-type: none"> • Have resources and funds been used efficiently, leveraging in-house expertise, previous research and technical cooperation outcomes, existing databases, and other in-house resources of UNCTAD? • Has the project strategy of leveraging partnerships contributed towards the outcomes of the project? How? 	<ul style="list-style-type: none"> • Correlation between costs and results • Percentage and cost of personnel time allocated to programme management³⁴ • Adequacy of management expenses vs. operational expenses 	<ul style="list-style-type: none"> • Document review <hr/> <ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • Progress reports • Other financial information • Events participants lists <hr/> <ul style="list-style-type: none"> • Project managers • Partner institutions representatives (to the extent of their knowledge)
<ul style="list-style-type: none"> • Have the project activities been carried out within the planned timeframe? 	<ul style="list-style-type: none"> • Correlation between issues dealt with through the project and issues encountered by beneficiaries in the past 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Project Document • Progress reports • National policy documents

³⁴ Management expenses: logistics & administration, contractual services, etc.
Operational expenses: Paying for the workshops, paying speakers during the workshops, paying the consultants, etc.

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Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
	<ul style="list-style-type: none"> two years Level of satisfaction of beneficiaries Level of timely completion of planned activities in the beneficiary countries. 	<ul style="list-style-type: none"> Interviews Survey 	<ul style="list-style-type: none"> Trade strategies Diagnostic trade integration study Progress reports Workshops’ summary evaluation responses Beneficiaries Project managers
SUSTAINABILITY			
<ul style="list-style-type: none"> What is the likelihood that the benefits from the project will be sustained following the completion of the project? Have efforts been made to sustain the knowledge and research result gained in the project for future similar interventions to be carried out by UNCTAD? 	<ul style="list-style-type: none"> Perception of beneficiaries and managers Existence and quality of an exit strategy Level of institutional development through the Project Level of individual development the Project facilitated Level of engagement of beneficiaries in the design of activities and implementation Level of cooperation with other int'l organization or local implementation partners 	<ul style="list-style-type: none"> Document review Interviews Survey 	<ul style="list-style-type: none"> Project document National policy documents Trade strategies Diagnostic trade integration study Progress reports Workshops’ summary evaluation responses Beneficiaries Consultants Project managers
<ul style="list-style-type: none"> Is the project supported by the national government? Do the government counterparts demonstrate leadership commitment and technical capacity to continue the work initiated by the project? 	<ul style="list-style-type: none"> Number of occasions during which the beneficiaries were able to get involved in project implementation (e.g.: workshops) Level of participation of the beneficiaries 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Project document Progress reports Events participants lists Workshops’ summary evaluation responses Beneficiaries Consultants Project managers
	<ul style="list-style-type: none"> Level of satisfaction of the beneficiaries with their involvement in the Project’s initiation and design Level of senior level beneficiaries/ decision makers involvement in the project (ownership issue) Level of satisfaction of the beneficiaries with their involvement in the Project’s implementation 	<ul style="list-style-type: none"> Interviews Surveys 	<ul style="list-style-type: none"> Beneficiaries Project manager
GENDER ASPECT			
<ul style="list-style-type: none"> To what extent the design and implementation of the project incorporated gender concerns, and can outcomes be identified in this regard? 	<ul style="list-style-type: none"> Number of men and women involved in all activities Evidence that measures were undertaken to increase participation of women in the Project’s activities Evidence that gender issues are 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Project document Progress reports Events participants lists National policy documents Trade strategies Diagnostic trade integration study

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Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
	integrated in the trade policies / strategies	<ul style="list-style-type: none"> • Interviews • Surveys 	<ul style="list-style-type: none"> • Workshops’ summary evaluation responses • Beneficiaries • Consultants • Project managers
<ul style="list-style-type: none"> • How have the policy makers been sensitized on the gender impact of trade and trade policies? For instance, are they better informed of policy options to promote gender equity? 	<ul style="list-style-type: none"> • Perception of policy makers, beneficiaries and managers of the importance in mainstreaming gender equality in their policies and strategies 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Project document • Progress reports • Events participants lists • National policy documents • Trade strategies • Diagnostic trade integration study • Workshops’ summary evaluation responses
		<ul style="list-style-type: none"> • Interviews • Surveys 	<ul style="list-style-type: none"> • Beneficiaries • Consultants • Project managers

ANNEX 2 SURVEY QUESTIONNAIRE

Welcome to the “Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction” Project evaluation electronic survey!

The e-survey is designed to provide useful information that will help improve future project design and provide constructive recommendations in order to strengthen UNCTAD's work in this area. Your participation in this e-survey is important. The e-survey should take no more than 10 to 15 minutes to complete.

We kindly request you to respond to this survey by February 29th. Your insights and responses are greatly appreciated and are valuable to the success of the Project. Your individual feedback will be kept confidential to the evaluator.

Thank you in advance for your time!

This survey has been designed and is managed by the independent external evaluator Mr. Alexandre Daoust. You may contact Mr. Daoust via alexandre.daoust@baastel.com if you have any questions on the survey.

Section A. Identification

1. You are (this will redirect them to the adapted questions):

- A national institution's representative
- A private sector representative
- An NGO representative
- An academic sector representative
- A consultant contracted by the Project
- Other (please specify): _____

2. You are a:

- Male
- Female

Section B. The Project and activities' Design

3. Are you satisfied with your involvement in the Project's / document's / workshop' design in general? (Very satisfied/ somewhat satisfied / somewhat dissatisfied / Very dissatisfied)

Can you explain your level of satisfaction (optional)? _____

4. Were you provided with the Project's document when you started getting involved in the project? (Yes/no)
5. Based on your understanding of the Project, do you consider the Project's *design* to have been aligned with the needs of your country in the trade sectors? (Very aligned, somewhat aligned, somewhat misaligned, very misaligned)

If not, why (optional) _____

Section C. Feedback on the workshops organized by the project:

Have you participated in the (first national/second national/regional) workshop? (Yes/no)

6. **Only if answered yes to the previous questions:** How would you qualify the following aspects of the (first national/second national/regional) workshop? (Excellent/ somewhat good / somewhat poor / very poor)

- Objective of the workshop (relevant to your country's needs)
- Content of the workshop and the presentations (will change something in the way you do things)
- Information on objectives and outcome of the workshop
- Practical exercises (discussions over work done during the Project)
- Structure of the workshop (modules, teamwork, breaks)
- Duration of the conference

Could you explain your answers (for each sub-questions)? _____

What is in your opinion the most useful aspect of the (first national/second national/regional) workshops? (Open question)

Section D. Project's Contribution

7. To what extent has the Project contributed to enhance your capacity in (Contributed a lot, Somewhat contributed, contributed little, did not contribute at all):

- Working jointly with other ministries on trade policies / strategies?
- Formulating trade policies / strategies that are conducive to poverty reduction?
- Integrating trade policies / strategies into development plans (e.g. United Nations Development Assistance Frameworks and poverty reduction strategy papers)?
- Using Enhanced Integrated Framework and Aid for Trade resources?

Additional comments (optional) _____

8. Generally speaking, do you think the Project have contributed to strengthening institutional capacities to identify trade priorities as well as formulate and implement trade strategies leading to poverty reduction in your country? (Contributed a lot, Somewhat contributed, contributed little, did not contribute at all)

Could you explain your answer? _____

9. To what extent have the project's outputs—such as trade mainstreaming documents, workshops and training—increased your awareness and the awareness of your colleagues on the role trade policies and strategies play in poverty reduction? (Contributed a lot, contributed, contributed little, did not contribute at all)

Could you explain your answer (optional)? _____

Skip question below if answer above is "contributed little" or "did not contribute at all"

10. To what extent has the Project/ workshop/ training in general contributed to the development of an implementation plan for the trade policies and or strategies conducive to poverty reduction in your country? (Contributed a lot, contributed, contributed little, did not contribute at all)

Could you explain your answer (optional)? _____

11. To what extent has the Project/ workshop/ training in general contributed to the actual implementation of the trade policies and/or strategies conducive to poverty reduction? (Contributed a lot, contributed, contributed little, did not contribute at all)
12. Do you consider your present national trade policies and/or strategies to be well aligned with poverty reduction objectives in your country? (Very aligned, somewhat aligned, not very aligned, not aligned at all)
13. To what extent has UNCTAD’s support help align your national trade policies’ and/or strategies with poverty reduction objectives in your country? (Contributed a lot, contributed, contributed little, did not contribute at all)

Could you explain your answer (optional)? _____

14. To what extent has the Project/ workshop/ training in general contributed to your ministry’s capacity to develop trade-related technical assistance (TRTA) project proposals? (Contributed a lot, contributed, contributed little, did not contribute at all)

Could you explain your answers (for each sub-questions)? _____

Section E Management Efficiency and Results’ Sustainability

1. To what extent do you consider UNCTAD has been *efficient* in planning and organizing the training, workshops and providing support to your government, through this project?

Any additional comment? (Optional) _____

ANNEX 3 INTERVIEW PROTOCOL

Today’s interview is part of the external evaluation of the “Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction”, implemented by the United Nations Conference on Trade and Development’s (UNCTAD’s). My name is Mr. Alexandre Daoust and I was selected to conduct the evaluation on behalf of UNCTAD.

The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the Project in order to build a body of knowledge which will permit to explore and evaluate its achievements at the outcome and output levels. In addition, the project’s ability to mainstreaming gender equality in its design and implementation will also be explored in this evaluation.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let’s begin by establishing the context of your participation in the project.

Beneficiaries:

What do you know about the above mentioned Project?

Have you been given the chance to express your particular needs and/ or the needs of your institution during the Project’s design/Implementation? And activities’ preparation? How were you involved in the Project? How were you approached?

To what extent are you satisfied with the Project’s design (activities and deliverables)? Is it aligned with your country’s needs in trade policy and strategy development? Before the Project, was your country discussing the need to link trade policies / strategies with poverty reduction?

How have you benefited from the training and workshops provided by this project? Do you feel you have acquired new knowledge of the role trade plays in poverty reduction, and new skills to develop trade policy through the Project? Can you provide recent examples where you used these new acquired skills?

To what extent do you know the content of the trade policies / strategies and implementation plans developed specifically for your country in the context of the Project? Are these documents relevant for your country? How actionable are the proposed actions in the implementation plan? What other support you think the government would need in order to design and implement actions as proposed through the Project? Do the trade policies / strategies inform decisions taken by your government in terms of poverty reduction? And vice versa?

Does your government plan to integrate trade priorities in future development plans? To what extent can you attribute this to the Project? Do you think your government is now in a better position to formulate trade-related technical assistance (TRTA) project proposals as a result of the intervention of this Project? Have such proposals been submitted? If so were they in line with Enhanced Integrated Framework and Aid for Trade guidelines?

Thanks to the Project, do you think your countries does more and in a better to reduce poverty?

What were the main factors influencing the success of your government's policy making? (Considering in-country factors and factors inherent to UNCTAD as an institution). What were the positive/negative sides of UNCTAD’s approach?

Are you satisfied with your involvement in the Project in general? How many times were you able to get involved in project's implementation, and at what occasions?

To the best of your knowledge, to what extent are the UNCTAD's officials efficient in managing and organizing the Project's activities and events, and in responding to your particular requests and enquiries?

Do you feel comfortable convincing decision makers in your institution to implement changes, as a result of gaining more knowledge and experience from being involved in this Project? At what level are they engaged in receiving policy advice from this project?

What aspects did you appreciate most? What were the highlights of these events? What do you think that could have been done differently?

In your opinion was UNCTAD the best positioned institution to implement this Project? What other institution do you think are providing (could/should provide) similar assistance in the areas of services? Do you think that UNCTAD was the right agency to implement this type of support?

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

Generally speaking, what are the lessons learned from the implementation of this Project? Do you think this type of Project could be implemented in other similar countries?

Do you think enough was done to stimulate the participation of women in the Project's activities? Have you and/or policy makers in your government been sensitized to the importance of gender issues linked to trade and poverty, and the importance of mainstreaming gender in policy making?

Interviews with Project manager(s)/Consultants/other UNCTAD representatives:

Do you consider enough Project planning and needs assessment activities were conducted for the Project's design to be aligned with the involved countries' needs in trade policy / strategy development support? What mechanism was in place at the project inception phase to collect feedback and needs from beneficiary countries? Or to reflect known/ expressed needs of beneficiary countries' needs? What criteria were used in selecting beneficiary countries?

Do the Project design and the choice of activities and deliverables take into account UNCTAD's mandates and strength in this area? What about the particular strength and expertise of ALDC and DITC?

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

Were the planned and actual activities and outputs of the project consistent with the intended outcomes as enunciated in the project's logframe? Are there any unexpected outcomes that were reached (not enunciated in the project's logframe)? ***(+Consultant)***

Do you feel the beneficiaries have acquired new skills through the Project allowing them to better formulate trade policies / strategies that are linked to poverty reduction? Why or why not? ***(+Consultant)***

Do you feel the beneficiaries were sensitized through the Project allowing them to better formulate trade policies / strategies that are linked to poverty reduction? Why or why not? ***(+Consultant)***

What is your level of satisfaction with the trade policies / strategies developed through the Project? What did the project team do specifically to align it with the beneficiary countries' development strategy? How did the project leverage on other Technical cooperation activities already delivered in the beneficiary countries by UNCTAD? What are the specific challenges/ difficulties you face in different countries and how did you address them? Are

there lessons learned? To what extent do you think it will support the beneficiary government take informed decisions? Will they use these policies / strategies? **(+Consultant)**

Do you think the beneficiary governments are now in a better position to formulate trade-related technical assistance (TRTA) project proposals as a result of the intervention of this Project? Have such proposals been submitted? If so, to what extent they are in line with Enhanced Integrated Framework and Aid for Trade guidelines? **(+Consultant)**

What were the main factors influencing the success of this Project? (Considering in-country factors and factors inherent to UNCTAD as an institution). What were the positive/negative sides of UNCTAD’s approach? **(+Consultant)**

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

- Correlation between costs and results
- Percentage and cost of personnel time allocated to programme management
- Adequacy of management expenses vs. operational expenses
- Which organizational unit from UNCTAD collaborated with the project team? How did the project leveraged best practices and previous interventions in similar field in the implementation of this project?
- What are the project team’s routine responsibilities, apart from the management of this project? What will happen if fund is not obtained for this UNDA project/ the project wasn't approved? What would they do?

Do you consider that the monitoring and reporting was sufficient and of quality? What could have been done differently or better in that sense?

Have the necessary efforts been put into developing partnerships with relevant institutions? How have these partnerships helped in reaching the Project’s results? Both from financial management point of view and from substantive level of cooperation?

What mechanism is in place to ensure that the Project is designed to take into account the real needs of the beneficiaries? Were there contingency plans designed in the project to take into consideration possible problems and difficulties that the project managers might face during the implementation of the project? Were there adjustments made to the Project during the implementation stage to take into consideration the needs brought to the attention to the Project team, which weren’t considered at the design stage?

Beneficiary countries normally need more than awareness raising training and workshops that improve their knowledge on certain issues. They might still need assistance post intervention when they are implementing some action plans, as a result of the Project. What mechanisms and arrangements are made to ensure their success? Can UNCTAD sustain the post-intervention support?

Do you feel that there were equal chances for women and men to participate in the project? Why do you feel this way? What specifically has been done to ensure gender equality? Do you think beneficiary policy makers have been sensitized to the importance of gender issues linked to trade and poverty? Through which channels? Workshops and training, or policy advice?

ANNEX 4 LIST PEOPLE MET

SKYPE INTERVIEWS

Ethiopia

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National Consultant

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Senegal

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National Trade Adviser

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"Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction"
 External Evaluation of Development Account Project 1213M
 FINAL EVALUATION REPORT

	Field mission interviews in Ethiopia	9:00 AM	11:00 AM	12:00 AM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Office #
Monday Morning	NATIONAL PLAN COMMISSION Mr. Mesfin ABEBE	√							
	NATIONAL BANK OF ETHIOPIA Mr. Habtamu WORKNEH		√						Old Building 5th Floor
	NATIONAL BANK OF ETHIOPIA Mr. Ibrahim FERREJA			√					Old Building 5th Floor
Monday Afternoon	MINISTRY OF AGRICULTURE AND NATURAL RESOURCES Mr. Belete MOGES					√			Bldg D 2nd Floor
Tuesday Morning	MINISTRY OF INDUSTRY Mr. Dawit ABEBE	√							609
	Chamber of Commerce and Sectorial Associations Mr. Benyam Mesgina		√						204
Tuesday Afternoon	Director General, Trade Relation & Negotiation Directorate General Mr. Lisanework Gorfu				√				308
	Director, Multilateral Trade Relation and Negotiation (former focal point) Mr. Yishak Tekalign TAYE					√			317
	EIF Project Coordinator Mr. Geremew HAILE AYALEW						√		302
	Ms. Mahlet Kebede							√	302
Wednesday Morning	PRIVATE SECTOR Amb. Brook Debebe	√							
	Expert Research and Promotion, Ministry of Trade Ms. Haimanot Tibebe KASSAYE		√						

People met in Geneva:

- Anida Yupari, Economic Affairs Officer, OiC - Evaluation and Monitoring Unit, UNCTAD
- Daniel Chen, Associate programme officer, Evaluation and Monitoring Unit, UNCTAD.
- Amelia Santos-Paulino, Economic Affairs Officer, Trade and Poverty Unit, Trade and Poverty Branch Division for Africa, Least Developed Countries and Special Programmes, UNCTAD
- Patrick Osakwe, Head, Trade and Poverty Branch, UNCTAD
- Taffere Tesfachew, UNCTAD ALDC Director
- Luisa E. Bernal, Policy Specialist, Sustainable Development, Bureau for Policy and Programme Support (BPPS), United Nations Development Programme, UNDP
- Simon Hess Coordinator, EIF Secretariat

ANNEX 5 BIBLIOGRAPHY

UNCTAD. 2016. *Terms of Reference for the Evaluation of the Project: Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction*. 7 p.

UNCTAD. 2012. *Project Document: Project M, Strengthening of capacities of trade and planning ministries of selected least developed countries to develop and implement trade strategies that are conducive to poverty reduction*. 37 p.

UNCTAD. *Participants’ Lists and Contacts, Agendas/Concept Notes, and Summary Evaluation Responses for National and Regional Workshops*.

UNCTAD. *Progress Reports to New York*

ANNEX 6 EVALUATION METHODOLOGY³⁵

The second section of the Inception Report (IR) describes the evaluation strategy, data gathering and analysis tools and the assignment’s potential challenges and limitations.

Evaluation Strategy

The evaluation strategy used allows for the evaluation questions presented in the ToRs to be fully addressed in a timely manner. By adopting this strategy, an independent, participatory and professional approach is ensured. The methodological principles below will guide the evaluation throughout the process described in the following pages.

- **Guidelines for the Evaluation:** In addition to fully observing the UNEG guidelines, standards and norms, the evaluation consultant will also use UNCTAD’s Evaluation Policy to conduct the assignment. This evaluation policy defines the main evaluation principles to which the consultant fully adheres:
 - Impartiality;
 - Independence;
 - Quality;
 - Ethical conduct;
 - Competence;
 - Transparency; and
 - Managing for Results on Women’s Empowerment and Gender Equality.
- **Triangulation of Observations and Findings:** The evaluation will *systematically* apply the information and data triangulation method to answer the evaluation questions raised. To the extent possible, the evaluation consultant will cross-check all findings produced through each line of inquiry with one another (desk research, survey and interviews) to comprehensively and thoroughly answer the evaluation questions. Hence, three sources of information will corroborate the findings of the evaluation or it will be clearly stated that the finding has not been triangulated.
- **Participative and Iterative Management:** To ensure the mandate runs smoothly and within proposed timeline, the evaluation consultant uses a flexible approach to the management of the evaluation process and takes into consideration the points of views of all stakeholders *directly* involved in the management of the mandate. This entails working in close cooperation with the EMU but also with the Project managers. The present draft IR and the draft evaluation report are/will be sent to these relevant stakeholders for questions, comments and suggestions. During the planning phase of the evaluation, this ensures that tools produced for the mandate’s different lines of inquiry by the evaluation consultant are agreed upon by stakeholders and that their quality is judged adequate and sufficient by the latter. During the reporting phase of the mandate (the draft evaluation report), this strategy will permit for the Project managers to correct factual errors and present new points of views and opinions in reaction to findings, conclusions and recommendations to integrated in the report.

³⁵ This annex is an extract from the final inception report (copy pasted).

- **Application of knowledge:** Throughout the mandate, the evaluation consultant profitably employs its theoretical and practical knowledge in the areas of evaluation, trade policy development, poverty reduction, aid for trade, trade related technical assistance, qualitative and quantitative data collection methodologies, Results-Based Management (RBM), UNCTAD as an institution, report writing and all domains considered relevant.

Evaluation Approach & Data Gathering and Analysis Methods

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

Generally speaking, the present evaluation will combine the Goal Free (exploring expected and unexpected results), Theory Based (based on pre-defined log frames) and Collaborative (fostering large participation) approaches³⁶. Together, these approaches ensure the evaluation process respects the principles enumerated above and paves the way to the production of evidence based and useful findings for UNCTAD.

To support the evaluation consultant’s work in the use of these approaches, the EMU and the Project managers have provided the Project’s Logical Framework (LM) which is found in the Project document in annex 1. The LM clearly states the EAs and their respective performance indicator. The evaluation consultant used this LM, its EAs and indicators to strengthen the present methodology; indeed, the information it contains helps develop the evaluation matrix accordingly and nourishes the evaluation consultant’s ability to measure performance of the Project (please see “step 2” below).

1) Inception phase

Step 1: Preliminary Document and Literature Review

The purpose of this phase is to familiarize the consultant with the Project, the main stakeholders and partners, the beneficiaries and the results achieved to date. Files, reports and other documents provided by Project managers have/will be reviewed from Montreal, Québec.

Step 2: IR & Development of Data Collection Tools

A key element of any evaluation is the IR. The present IR provides an overall approach to assess Project management and the extent to which the results have been reached. This helps synthesize the evaluation activities so that required staff, time and resources can be identified.

In order to facilitate a rigorous and independent evaluation approach and in accordance with the ToRs, the evaluation consultant proposes the development and use of an evaluation matrix (see Annex 1 for the evaluation matrix). The latter is an overarching tool, built on the basis of the main evaluation questions presented in the ToRs and the Project’s LM, which identifies specific performance indicators, information gathering methods and information sources for each evaluation question.

Based on the evaluation matrix, data gathering tools are developed: i) a document review data collection matrix (internal document used by the consultant); ii) customized interview protocols, as well as iii) survey questionnaires

³⁶ See KAHAN, Barbara. *Excerpts from Review of Evaluation Frameworks*, Saskatchewan, Ministry of Education, 2008, 67 pages.

that will be used with respondents and beneficiaries (see the draft tools in Annexes 2 and 3). All tools focus on the essential issues pertaining to the evaluation exercise and allow the respondents to define, inform and/or validate them.

The tools are also used to *standardize* the interview and survey processes. They can be sent in advance to potential respondents and beneficiaries. However, for the interviews, the content of the protocols will only be indicative, as depending on the interviewee and beneficiary, ad-hoc questions and downstream discussions can arise during interview sessions.

The validation of the evaluation matrix and data gathering tools by UNCTAD and more specifically the EMU intends to facilitate the participation of relevant stakeholders in the evaluation process. This represents an opportunity to collectively question the logic and the viability of the evaluation process.

Once returned to the evaluation consultant, UNCTAD’s comments on the draft IR will allow for the consultant to finalize, fine-tune and polish the evaluation matrix and data collection tools leading to a final version of the document.

- ***Once approved, this IR will become the road map for the rest of the assignment and the working document from which decisions will be taken.***

2) Data Collection Phase

Step 3: In-depth Desk Review

The in-depth desk review will allow for data to be collected prior to interviews conducted by Skype/phone and face to face in Geneva and in Ethiopia and will also inform the missions themselves—the consultant will be in a better position to ask for missing documentation and determine what information gaps can be filled while on mission. It will allow the field visit interviews to potentially support data collected and/or provide alternative views, a process that forms the core of the information triangulation process. This data will be systematically classified in the document review data collection matrix by relevant indicator.

Step 4: Interviews (Skype, phone, in person) & Surveys with Key Stakeholders and Beneficiaries

After invitations will have been sent by UNCTAD, the evaluation consultant will conduct Skype/phone interviews with relevant respondents (see above for further information on targeted potential respondents). These interviews will take place after the field missions as the timeline of the mandate did not allow to do so before. During the Geneva mission (January 21st and 22nd 2016) and the Ethiopian field mission (January 25th to January 27st), the evaluation consultant will conduct in-person interviews with Project managers and all available, relevant UNCTAD staff, general stakeholders and beneficiaries. The interviews will be semi-structured in nature and last anywhere from 30 to 60 minutes, depending on the category of the interviewee and nature of involvement with the project. During these interviews, the questions and indicators presented in the evaluation matrix will be addressed—each with the relevant respondents.

Electronic surveys (FluidSurveys): The e-surveys will be conducted with as many people as possible. As throughout the Project’s implementation the M&E process involved conducting a survey after each event (national and regional workshops), the content of these questionnaires is used as a basis for the present evaluation’s survey for ease of comparison (e.g.: questions will address the quality of the content of the workshops, the relevance of these workshops within the national contexts, etc.) However, it is to be noted that additional questions are integrated in the evaluation e-survey questionnaire as it addresses issues covered by the evaluation criteria. The e-survey targets and is adapted to the following types of beneficiaries:

1) National institutions’ representatives, Private sector representatives, NGO representatives; and Academic sector representatives; and

2) Consultants hired in the context of the Project.

The e-survey will be mainly used to obtain quantitative data and to a certain extent, qualitative information. It is kept voluntarily short to ensure a high rate of response. The evaluation consultant considers the electronic survey as the most relevant way to 1) reach as many of the potential respondents as possible with a limited level of effort; 2) generate a large quantity of quantitative data that will be used to triangulate qualitative information collected through other lines of inquiries (document review and interviews); and 3) create a context in which the potential respondents are ensured 100% confidentiality.

Once the e-survey is revised and approved by the EMU and relevant stakeholders, the evaluation consultant will upload the questionnaires onto FluidSurveys. From there, tests will be conducted to ensure that the technical and e-survey details work.

Once these preliminary steps finalized, the official process to actually conduct the e-survey will start. The latter would be as follows:

- UNCTAD will provide a list of email addresses of all potential respondents (this will need to be verified to make sure no emails are missing, e.g. consultants). Hence, the e-survey can be considered as censuses as the full population of each category of respondents will be invited to answer;
- UNCTAD will send official letters/emails of invitation to all potential respondents;
- Once the letters are sent, the evaluation consultant will use emails and FluidSurveys’ messaging system (fluidsurveys.com) to send the e-survey link to the potential respondents;
- After one week, a reminder will be sent to further prompt the potential respondents to respond to the questionnaire; and
- Every time a respondent leaves the questionnaire page (closes the FluidSurvey’s page), the software automatically saves the data on the consultant’s memory space on the FluidSurvey’s server. Hence, at once the e-survey is officially closed, the full set of data (all answers provided by respondents) is available to be downloaded in its raw state for analysis.

FluidSurveys is a software that provides survey development, diffusion and data analysis services for which the consultant pays to be able to manage larger e-surveys such as this one—in potential number of respondents that is—and many surveys at a time.

The draft electronic survey questionnaires have been annexed at the end of this report in Annex 2.

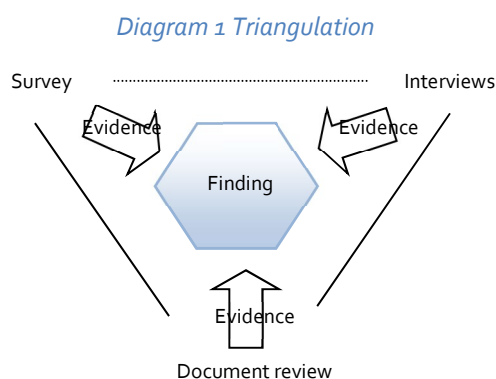
Reporting Phase

Step 5: Data Analysis

Once data is collected through document review, interviews and e-survey, it will be analyzed using the triangulation method as described above. To maintain simplicity, the review will:

1. Carry out a content analysis of findings from the document review to the furthest extent that they provide answers to the evaluation criteria and questions;
2. Undertake a content analysis of stakeholder interview responses to tease out any details, gaps and uncertainties to questions that were not clarified by the documentary evidence. For those questions that were answered through the document review, the information will be cross-checked with the responses from interviewees for convergence and/or divergence;
3. Results from the surveys will be used to finalize the triangulation process by cross-referencing results and the findings from the other two lines of evidence.

The triangulation process is of utmost importance for the evaluation and is the node in which all information can be translated into significant findings which will then lead to conclusions and recommendations. Triangulation makes the formulation of findings possible because the latter are validated and supported ideally by three of the lines of evidence. Once these findings *are* demonstrated by three lines of evidence, it is usually understood that they have a solid base and can be considered valid, such as illustrated by the diagram below.



To be more specific, here is another way of presenting how the data will be processed during the triangulation process:

Table 4 Triangulation Matrix

Criteria, Questions/Sub-questions and Indicators	Data and Findings from Different Lines of Evidence			Findings
	Document Review	Interviews	Survey	
<i>1. Relevance</i>				
Question 1-“n”				
Indicator 1-“n”				
Relevance Conclusions				
<i>2. Sustainability</i>				
Question 1-“n”				
...				

Step 6: Draft and Final Report

On the basis of the analysis described above, a draft evaluation report will be developed through which the evaluation consultant will share the initial findings—backed by evidence—conclusions, and recommendations with UNCTAD and EMU representatives for feedback. As the evaluation questions and matrix is structured around the evaluation criteria, this logical and simple sequence, i.e. relevance, effectiveness, efficiency and sustainability, will also form the basic structure of the report itself: under each main section, which will be aligned on the evaluation criteria, the findings will first be clearly stated, followed by the evidence and explanations leading to conclusions and finally to recommendations.

The qualitative data that will be collected as supporting evidence to the findings will be presented using a simple, straightforward and efficient benchmark:

- All respondents said...;
- The majority of respondents said... (~ more than 75%);
- Many respondents said... (~ more than 50%),

- Some respondents said... (~between 25 and 50%),
- A few said... (~ less than 25%); and
- One respondent said... (Although this will most probably not be used because if only one person mentioned the information, it cannot be considered as evidence, unless it is fully triangulated with other sources of data.)

Based on the full evaluation of the project, recommendations will be outlined by evaluation criteria. Approximately two weeks after the draft report will have been submitted, UNCTAD and the EMU will provide feedback, comments and questions. The evaluation consultant will then integrate relevant feedback and submit the final evaluation report.

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

Roles and Responsibilities

- *The Project managers*—will be involved at key steps throughout the evaluation process: mainly for the coordination of the interviews and mission to Geneva and Ethiopia (producing the stakeholder and beneficiary lists, setting up meetings, accompanying the consultant, etc.) They will also:
 - Provide all required documentation related to the Project at an early stage in the evaluation process³⁷;
 - Conduct a kick off meeting with the evaluator to provide further detail and background information on the Project;
 - Answer the evaluator’s questions;
 - Review and comment on evaluator’s draft report and provide clarifications on factual findings;
 - Provide support to the evaluation process; and
 - Support to diffusion of evaluation findings and recommendations.
- *The UNCTAD EMU*—is responsible for the evaluation process and results and will:
 - Manage the consultant;
 - Coordinate the inputs from the stakeholders on the draft IR and evaluation report (one set of consolidated comments in writing);
 - Oversee the data collection process and ensure independence of the work of the evaluation consultant in carrying out the evaluation assignment;
 - Provide necessary support to the evaluation consultant to ensure free access to all kinds of documents and information needed for the evaluation;
 - Review and approve the final evaluation report;
 - Diffuse the evaluation; and
 - Follow up of the implementation of the recommendations.
- *Alexandre Daoust*—acts as the evaluation consultant and will perform the following tasks and activities:
 - Liaise with the EMU and Project managers;

³⁷ This is to ensure that this evaluation is as little disruptive as possible to regular work related to production of other outputs and other ongoing projects.

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- Design of the methodologies for each line of inquiry;
- Produce all tools to be used for the evaluation;
- Conduct all lines of inquiry;
- Observe UNEG standards, guidelines and norms on evaluation, as well as UNCTAD’s Evaluation Policy, in the conduct of this assignment; and
- Production of the evaluation report.

Planned Deliverables and Calendar of Activities

Actual

Phases/Activities	Detailed timeline											Deliverables	
	January		February				March						
	Week of the	18 th	25 th	1 st	8 th	15 th	22 nd	29 ^h	7 th	14 th	21 st		28 th
Introductory document review													
Preparation of the Inception report													Draft IR submitted by January 15 th
Comments on the IR													Comments received by January 19 th
Finalization of the inception report													Final IR submitted by February 3 rd
Launch of the electronic survey													The survey launched during the week of February 8 th
In-depth document review													
Skype/phone interviews													
Field mission (Geneva & Ethiopia)													
Close of the survey													March 4 th
Data analysis and triangulation													
Preparation of the draft evaluation report													Submission draft evaluation report by March 23 rd
Comments on the evaluation report													Comments received by March 25 th
Finalization of the evaluation report													Final report submitted by March 30 th