

Development Account -Tranche 4

“Interregional partnership for promoting trade as an engine for growth through knowledge management and ICT”

Project Evaluation ROA-47

“ROA 47 has been overall successful in sharing knowledge and supporting the development of trade facilitation policies; however, project design, coordinated implementation, monitoring and follow-up has hindered the realization of its full potential.”



Programme Planning and Evaluations Unit - PPEU
Programme Planning and Operations Division – PPOD
United Nations Economic Commission for Latin America and the
Caribbean – ECLAC

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ABBREVIATIONS

DA	Development Account
DESA	United Nations Department of Economic and Social Affairs
ECA	United Nations Economic Commission for Africa
ECE	United Nations Economic Commission for Europe
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
ICT	Information and Communications Technology
RCs	Regional Commissions
SMEs	Small and Medium sized Enterprises
SW	Single Window
TF	Trade Facilitation
WB	World Bank
WCO	World Customs Organization
WTO	World Trade Organization

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The cooperation in this evaluation by UN staff in the five Regional Commissions involved, as well as from the Programme Planning and Operations Division at ECLAC where the work was performed, is greatly acknowledged.

EXECUTIVE SUMMARY

*This evaluation is an end-of-cycle evaluation of Development Account (DA) Tranche 4 project “**Interregional partnership for promoting trade as an engine of growth through knowledge management and taking advantage of information and communication technology (ICT)**” (ROA47). The project focused on capacity building in Trade Facilitation through partnerships, knowledge-management and taking advantage of Information and Communications Technology (ICT).*

Against the project objectives, ROA 47 has been successful in terms of sharing knowledge across countries/regions and supporting the development of trade facilitation policies and partially successful on objectives related to SME participation in the global supply chain and the use of ICT tools. All of these have strengthened the trade facilitation and negotiating capacity of the beneficiary countries. In general, the seminars contributed to highlight the importance of trade facilitation in many developing countries and they enabled the beneficiaries to familiarize themselves with useful concepts and get exposed to different tools. There were discussions on needs and debate about coordination and standardization of cross border procedures which helped to share best practices and knowledge amongst countries. Most participants valued the seminars as a way to improve their understanding of different aspects of trade facilitation, particularly learning about the experience of other countries. Overall, 75% of survey respondents considered that knowledge sharing on trade facilitation and best practices was either “Good” or “Very Good” and 80% considered the various seminars as “Highly Successful” or “Successful”. While ECE tools and instruments, in particular in the area of electronic business are used in companies, including SMEs, the private sector didn’t benefit as much from the different capacity building initiatives and sharing knowledge forums. There were no specific seminars organized for SMEs and the technological component represented in ICT tools were not the enabler to trade facilitation originally anticipated.

Progress was also noted in the development of networks amongst participants allowing developing countries to share good practices and adopt common positions on trade facilitation measures. Some learning across regions was evident, for example, initiation of network in Africa on e-commerce based on experience from Asia or through the first network created related to CIS WTO negotiators launched by ECE. Their need and utility is validated by the fact that some of them are still active. However, their sustainability is largely dependant on the provision of continuous organizational and technical support from the RCs; something that might be considered to invest upon.

The evaluation noted that one of the significant achievements of this project has been the cooperation of all the five RCs in the area of trade facilitation for the first time. This cooperation has generated a valuable insight and understanding on trade facilitation across RCs, as well as a means to exchange expertise and know-how among the Commissions. In particular, the project provided the institutional framework and funding for this cooperation which might be currently declining. The challenge is to keep the cooperation through an on-going mechanism which would facilitate exchange of expertise and cross fertilization among all RCs in the technical areas of trade facilitation and electronic business to build on the experiences and cooperation gained under ROA47.

Regarding DA criteria, the project has been particularly successful in capacity building; sharing of information across countries and regions, and use of local expertise. However, as pointed out somewhat less so in increased use of Knowledge Management & ICT, development of networks among participants, and ensuring sustainability. Given DA projects' focus on capacity building, positively approximately 60% of participants thought the seminars had a significant impact on "sharing of information across countries / regions". A special component of improvement is the need to follow-up activities with the targeted governments, as well as the need to distribute the know-how captured in the seminars among the relevant authorities at national level. Member States acknowledge the establishment of committees for trade facilitation and agree that further results would be achieved by contributing to persuade regional partners to adopt relevant IT platforms for trade facilitation.

In perspective, and as part of the internal management and design, the objectives defined in the project have been too broad and against the background of limited resources. UN staff in the regions were in practice rushed to define their focus and set priorities with insufficient consultation. For example, issues related to the integration of SMEs in the global supply chain faded in the background as some RCs focused their effort on other topics considered more relevant, in some cases organizing more seminars in those areas than had been initially designed. The project would have had higher impact with a different and better design and a clearer focus, as well as a more targeted follow-up and coordination at the planning stage. There were concerns about the monitoring mechanisms, availability of information as well as coordination arrangements which have wider applicability to ensure a more effective implementation in future DA projects and a strengthened accountability to stakeholders and beneficiaries.

Fourteen recommendations are proposed to ensure a more efficient and effective delivery of projects in the future related to:

- a. Assessing the needs of countries / regions involved in order to better define the focus of the activities and then tailor them to the needs of the beneficiaries.*
- b. Provide better follow-up between seminars and design a comprehensive long-term plan to develop networks, clearly identifying the role and purpose of each one.*
- c. To emphasize a more practical application to seminars and workshops.*
- d. To secure the participation of more senior officials and representatives of the private sector.*
- e. Encourage the development of realistic log frames within the timeframe of the project and resources provided.*
- f. Ensure the commitment and buy-in from all RCs involved at the outset of the project.*
- g. Ensure operational and effective project management coordination across all RCs for the full length of the project; thus improving the handover process to minimize the impact of staff turnover,*
- h. Creating mechanisms to monitoring progress against results and defined indicators and having standard operating procedures for tracking the effectiveness of selected outputs delivered.*
- g. Consolidating a mechanism to facilitate the evaluation process and engaging the programme planning Divisions from early stages of the implementation to ensure follow-up, safeguarding institutional memory, and facilitation the evaluation process.*

1. INTRODUCTION

1. This evaluation is an end-of-cycle evaluation of Development Account (DA) Tranche 4 project “**Interregional partnership for promoting trade as an engine of growth through knowledge management and taking advantage of information and communication technology (ICT)**” (ROA47). The project was one of 23 projects approved under DA Tranche 4 focusing on capacity building in Trade Facilitation through partnerships, knowledge-management and taking advantage of Information and Communications Technology (ICT). It included the five Regional Commissions (RCs) (ECA, ECE, ESCAP, ESCWA and ECLAC) with ECLAC as its lead agency. The project spanned over a period of approximately three years¹ and was related to Millennium Development Goal 8 - **Global partnership for development** - Target 12, as follows:

Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction - nationally and internationally.

1.1 Project background and objectives

2. The development of the project proposal started by ECLAC in April 2004. Due to difference of opinions on the embedded capacities within countries to carry out the project, the initial proposal was thereafter revised and submitted to DESA in January 2005 and approved in February 2005. Details of the project formulation and evolution can be found in the Appendices under Project formulation (Annex I).

3. The objective of the ROA47 project was to:

Strengthen both the international competitiveness as well as the negotiating capacity of developing countries by sharing knowledge on problems and best practices in the various countries and regions on trade promotion and diversification; a greater participation of small and medium-sized enterprises in the global supply networks, designing and implementing trade facilitation policies at the national and regional levels and a greater use of knowledge management and information and communications technologies in supply chain management.

The specific expected accomplishments of the project were defined as follows²:

- Development of training programs on trade facilitation. For example directed to trade negotiators.
- Capacity building for SMEs on trade facilitation.
- Design and implementation of trade facilitation policies at national and regional levels.
- Improve capabilities to implement multilateral and regional trade agreements that better reflect the interest of the country.
- Provision of tools necessary to build policy coherence in trade facilitation.

¹ The duration of the DA4 tranche was originally 2 years (2004-2005). However, project activities began in March 2005 as the original project proposal was revised. The last activity of the project was performed in May 2008.

² As is being further discussed below on project design (2.3), the objectively verifiable indicators are incorporate in the objectives and expected accomplishments, due to the fact that the borderlines here are not clear.

- Increased adoption by governments of recommendations, standards and norms for electronic business elaborated by UNECE, WCO and WTO.
- Sharing knowledge on problems and best practices in the various countries and regions on trade facilitation.
- Policies or private sector initiatives to develop linkages between SMEs and global supply chains.
- Greater use of knowledge management and information and communications technologies (ICT) in trade facilitation and supply chain management.
- Greater use of national and regional networks to share good practices and adopt common positions on trade facilitation measures.
- Greater participation of SMEs in global supply networks.

5. The activities and outputs planned to support the above expected accomplishments included: a) Two Global Forums; b) 5 Regional workshops (1 per Regional Commission) to improve understanding and capabilities of national negotiators; c) 5 Regional workshops (1 per Regional Commission) to promote SME participation in global supply chains trade; d) 5 Regional workshops (1 per Regional Commission) to increase the implementation by Member Countries of recommendations, standards and e-tools for trade facilitation; e) Establishment of an electronic web-forum for the dissemination of information regarding the different areas of the project, particularly the dissemination of seminars and workshop under the project, as well as new information and comments in the area of trade facilitation. Focal points will be able to offer membership to participants of seminars and workshop under the framework of the project, as well as to related government officials, SME entrepreneurs and academics. f) Survey of participating Member States to identify ICT deficiencies and tools; and g) 3 coordination meetings of RC focal points for review and evaluation

6. The budget for the ROA47 project was US\$920,000, constituting one of the largest DA project under Tranche 4. As the lead agency, ECLAC budget amounted to 40% of the project's resources, the remaining was distributed amongst the other RCs. The expenditures for each of the RCs shown in the table below.³

RC	Budget (Expenditures - USD)
ECA	119,795
ECE	184,266
ECLAC	359,471
ESCAP	127,117
ESCWA	125,931

1.2 The trade facilitation context and the UN

7. Trade facilitation includes the simplification, harmonization, standardization and modernization of trade procedures, principally aiming at reducing transaction costs in international trade, especially those between business and government actors at the national border.⁴ Measures to actively facilitate trade are increasingly seen as essential to assist developing countries in expanding trade and benefitting from globalization and the vast advances in information technology. In particular, there is a significant gap in the quality of trade facilitation between the high-income countries and even the best-performing developing

³ More details on the specific resources spend by each Regional Commission is appended to Annex II on resources available by RC.

⁴ The concept of trade facilitation has gained increased attention over the last years due to increased internationalization combined with tremendous advances in the area of information technology that has brought upon significant changes in the way countries interact, do business and governs.

countries. In addition, there are significant gaps between developing countries, not at least considering least-developed countries and land-locked countries. There are also gaps in quality of trade facilitation as well as in the trade facilitation needs and priorities among the individual regions and countries. Trade facilitation is a complex subject and includes many activities such as customs modernization programs, supply chain security initiatives, and capacity building programs. There are challenges related to implementation including conflicting interests, institutional limitations, lack of knowledge, as well as underdeveloped physical infrastructure (this includes IT as well as transport and infrastructure), and logistics.⁵

8. In this context, the United Nations, and the Regional Commissions specially ECE seek to contribute by providing a platform for capacity building and network building and is also widely recognized as the global focal point for trade facilitation recommendations, standards and specifications, especially through its Centre for Trade Facilitation and Electronic Business (UN/CEFACT). Although ECE's primary goal is to encourage greater economic cooperation among its Member States, in the area of Trade Facilitation, the RC has taken on a global role on behalf of UN through UN/CEFACT. The latter was established in 1996 and now serves as a forum to develop, initiate and consolidate work by other international organization⁶. There are also other regional activities mirroring this effort. For example, ESCAP has been providing trade facilitation tools such as the Trade Facilitation Framework and the Trade Facilitation Handbook for the Greater Mekong Sub region. In particular, policy makers, middle managers, and experts at the technical level, can gain from more activities aiming at deepening their understanding of cross-border operations, its inherent dynamics, shareholder interests, and institutional limitations.

⁵ According to the World Bank's (WB) report "*World Trade Indicators 2008*", better trade logistics, as measured by WB Logistics Performance Index (LPI), are correlated with positive changes in trade integration. According to the same report, the institutional environment varies widely across regional and income groups and among countries in the same group. Countries whose institutional environments are better tend to have a higher share of manufactures in their goods exports, have lower export concentration, and tend to be more integrated in the world economy. Those doing well on logistics performance are also likely to do well in trade expansion and export diversification, and experience higher growth in their trade integration. As stated by the LPI, this is, for example, the case for Chile, Malaysia and Turkey among the upper-middle-income countries; China and Thailand among the lower-middle-income, and India and Vietnam among the lower-income.

⁶ In this capacity UN/CEFACT looks after more than 33 trade facilitation recommendations and range of electronic business standards and technical specifications. It owns and manages various document and electronic messaging standards used in international trade transactions, including UNeDocs and EDIFACT standards. ECE and UN/CEFACT play an important role in the area of trade facilitation globally together with other major international institutions in this field

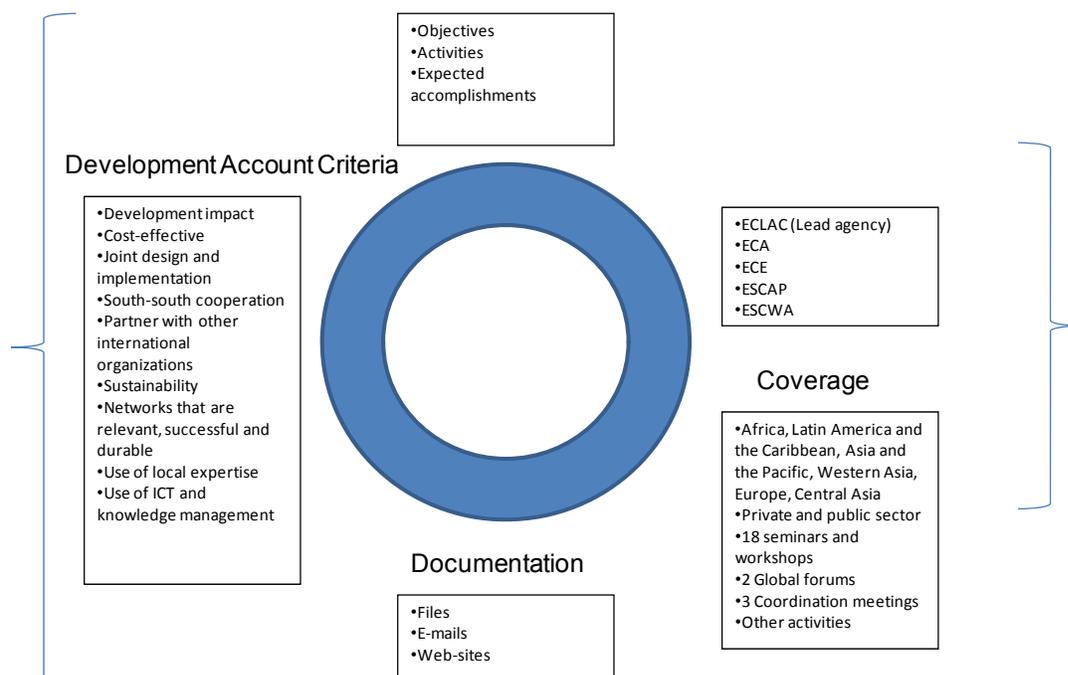
2. EVALUATION FRAMEWORK

2.1 Objectives

9. Given the complexity in the scope and geographic coverage of the evaluation, as shown in Graph 1, which depicts the different actors, potential coverage and areas of work and review to be undertaken, and considering the inherent limitations regarding capturing impacts, the main objectives of the evaluation are to:

- a) Assess the extent to which the objective and expected accomplishments or outcomes of the project have been achieved
- b) Assess the extent to which ROA 47 met the Development Account Criteria
- c) Identify best practices and lessons learned that can be applied to similar DA projects (process of delivery, coverage and completion of activities)

Graph 1



2.2 Methodology of the Evaluation

10. The evaluation used a mixture of quantitative and qualitative analysis which included the following main sources of information a) survey of participants (see Appendix III); b) Survey of UN staff; IV), c) analysis of documents and d) interviews with stakeholders (including some workshop participants) and UN Staff (Appendix IV).

Survey / Interviews with Participants	Interviews with UN staff	Analysis of documents
<ul style="list-style-type: none"> • Applied to participants of seminars and workshops 2007 and 2008 in particular • Sent by e-mail • Personal and telephone interviews • Private and public sector • Focus on <ul style="list-style-type: none"> – Relevance, quality, presentations, organization – Accomplishments of objectives – Usefulness of ICT tools presented – Decisions taken influenced by seminar – Use of networks 	<ul style="list-style-type: none"> • Applied to all RCs • Face to face interviews with ECLAC, ECE, ESCAP • Telephone interviews with ECA and ESCWA • Open ended questions and multiple choice questions • Focus on <ul style="list-style-type: none"> – Design and objectives – Coordination – Regional participation – Knowledge management and ICT – RCs performance – Impact 	<ul style="list-style-type: none"> • Applied to relevant documents (Project files, DA documents, Presentations, E-mails, Websites) • Focus on: <ul style="list-style-type: none"> – Project proposal, progress and final reports – Seminar/workshop information (programs, list of participants, presentations, surveys, etc) – Documentation and web-sites related to development of web-forum, regional networks, ICT etc.

11. The data collection followed a six-step plan (see Appendix V) which included a beneficiary survey response rate of 33% (59 out of 178 beneficiaries), 44 interviews with beneficiaries and participants, as well as with UN staff involved in the preparation and implementation of the seminars over missions to ECE and ESCAP⁷ including interviews at ECLAC. The data analysis also included content review of over 200 presentations used at 20 seminars, and observation and participation on the first seminar under DA tranche 6 on trade facilitation⁸ including the launching of UN Network of Experts on Paperless Trade in Asia and the Pacific (UN next) which included the participation of beneficiaries of the project being evaluated.

2.3 Limitations of the Methodology

12. While every effort was made to interview UN staff in different regions, either face to face or by telephone, the methodology had the limitations that not all the different RCs were covered in the on-site visits and person to person interviews (ESCWA and ECA) and not all relevant UN staff were available for an interview during the data collection process. There was also a limitation in the review of certain documents that originated in languages other than English, Spanish or French. More comments on the data collection efforts and other response details area available in Annex VI.

ESCWA's comments: One group telephone interview was conducted with ESCWA. Staff members who were involved for specific activities were present and not all. This method does not provide a concise assessment. Missions, video conferences and more audio conferences should have been held to provide a thorough understanding of details.

⁷ Missions were not made to ECA and ESCWA due to budget constraints.

⁸ DA Tranche 6 project "Enhancing trade competitiveness of LDCs, transit countries and countries in transition through the establishment of single window facilities" (ECE, ESCAP). 24-25 March, Bangkok, Thailand,

3. FINDINGS

3.1 Project has been overall successful regarding the design and implementation of trade facilitation policies and sharing knowledge on problems and best practices related to trade promotion and diversification and only partially successful on increasing the participation of SMEs and inducing greater knowledge management

13. The overall objective of the project to strengthen both the international competitiveness, as well as, the negotiating capacity of developing countries was advanced through to different degrees through the progress observed in the specific project objectives. The level of success of the different specific project objectives has been measured against the evidence collected during the evaluation and specified in the matrix below. The objectives marked with a “√”, can be considered **successful** and the ones marked with “+–” can be considered as **partially successful**.

- Sharing knowledge on problems and best practices in the various countries and regions on trade promotion and diversification (√)
- Increasing participation of small and medium-sized enterprises in the global supply networks (+–)
- Designing and implementing trade facilitation policies at the national and regional levels (√)
- Inducing a greater use of knowledge management and information and communications technologies in supply chain management (+–)

Table 1: Evidence collected against project goals

Specific objectives	Level of Success	Comments ⁹
Sharing knowledge on problems and best practices in the various countries and regions on trade promotion and diversification	√	<ul style="list-style-type: none"> • Seminars contributed to highlight the importance of trade facilitation in many developing countries • Seminars enabled beneficiaries to familiarize themselves with useful concepts and practices • Most seminars presented interesting cases and practices related to trade facilitation from various countries and regions • There were learning across regions and countries • Highly rated in surveys and in interviews with participants
Increasing participation of SMEs in the global supply networks	+–	<ul style="list-style-type: none"> • ECE tools and instruments, in particular in the area of electronic business and SW are developed for use in companies, including SMEs • Topics related to SMEs had low visibility in most seminars • ECE and ESCAP did not organize seminars specifically targeting SMEs, although ESCAP organized a seminar targeting government officials where private sector involvement was discussed. • In one seminar targeting SMEs, only 50% of the beneficiaries attending the seminar, rated the activity as either Highly Successful or Successful - the lowest percentage among all seminars • Interviews point to difficulties to integrate this topic into the overall concept, as well as lack of focus and a clear idea of objectives

⁹ In order to achieve these objectives, 15 seminars were planned (3 for each region) in three different areas (national negotiations, standards and tools, and SMEs); 2 global forums; the development of one electronic web-forum; surveys on ICT deficiencies in the five regions, and 3 coordination meetings.

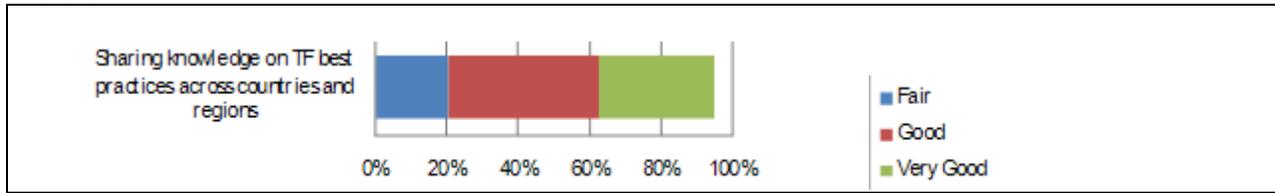
<p>Designing and implementing trade facilitation policies at the national and regional levels</p>	<p>√</p>	<ul style="list-style-type: none"> • Highly rated by most participants with some dispersion across regions, higher in the ESCAP region with a higher level of public sector participants • Personal interviews with participants validate the highly rated quality of the seminars on the issue. • Several participants particularly mentioned UN's role in supporting the development of trade facilitation policies. For example, representatives from the Association of South East Asian Nations (ASEAN).
<p>Inducing a greater use of knowledge management and information and communications technologies</p>	<p>+ -</p>	<ul style="list-style-type: none"> • The technological component was largely present in most seminars • Two extra seminars were held with a stronger technical component than what was initially planned • Activities pointed to a present need and sparked debate, for example on coordination and standardization of cross border procedures • A web-based trade facilitation tool kit and forms repository was developed • However, less than 25% of beneficiaries that answered the survey mention that the seminars had a significant impact on their understanding of knowledge management or ICT • Interviews with seminar participants point to that there are opportunities to bridge the gap between theoretical and practical aspects, given the latter more time in seminars since they are a matter of importance for participants • Planned electronic web-forum was not developed

3.2 ROA 47 was successful in helping member countries advance their know-how on trade facilitation

14. The evaluation data clearly show an enhancement in member countries know how on trade facilitation. Case studies from, for example, Thailand, Korea, and Singapore were highlighted as positive. The evaluation was able to document that for example, Senegal learned from Asia; ASEAN countries shared learning experiences with Central Asian countries. In general, the seminars contributed to highlight the importance of trade facilitation in many developing countries and they enabled the beneficiaries to familiarize themselves with useful concepts and tools. There were discussion on needs in seminars and debate about coordination and standardization of cross border procedures. Most participants value the seminars as a way to improve their understanding of different aspects of trade facilitation, particularly they value learning about the experience of other countries. 75% of beneficiaries rate achievement of helping member countries enhance their knowledge on trade facilitation as either Good or Very Good.¹⁰ As can be seen in the chart below, in the case of the specific objectives and expected accomplishments related to sharing knowledge trade facilitation (TF), around 95%, of respondents believe that the sharing of knowledge on problems and practices in the various countries and regions on trade facilitation have been achieved through their own experiences.

¹⁰ Given DA projects' focus on capacity building, positively more than 60% of beneficiaries responding to surveys think the seminars had a "significant impact" on "sharing information across countries/regions". Positive feedback concerning sharing of knowledge and best practices was also given in personal interviews with participants and can be seen as a reason to consider this project successful.

Table 2

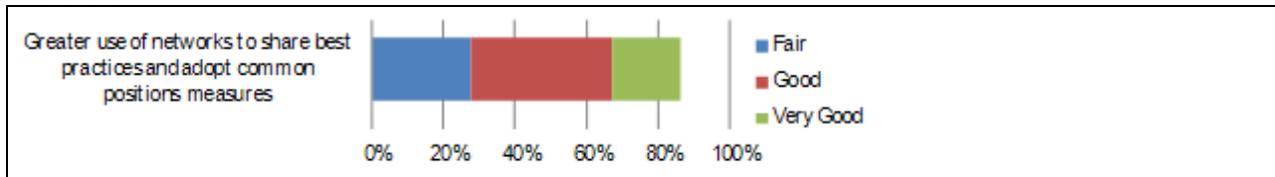


15. It is worth pointing out that there was consensus on the importance and significance of the United Nations role as a neutral platform for dialogue, network, development of standards, and interchange of experiences and know-how in the area of trade facilitation. However, the further integration of methodologies amongst RCs mediates the ability to develop standards and share know-how.

3.3 ROA 47 also contributed to increase the capacity of member countries to design and implement trade facilitation policies

16. Data collected through the surveys and interviews show that Member Country capacity to design and implement trade facilitation policies has been enhanced. Over 80% of Beneficiaries who responded to the evaluation survey rated the support provided by the UN RCs in these areas as fair, good or very good. The second best rating among these four objectives. This view was supported in personal interviews with participants, where several particularly emphasized the United Nations role in supporting the development of policies in this regard; for example, representatives from the Association of South East Asian Nations (ASEAN).

Table 3

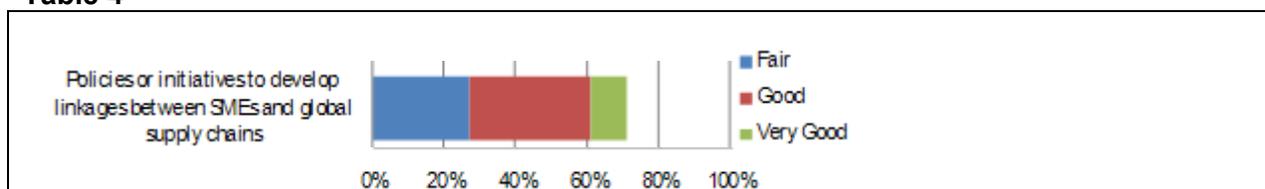


17. Additionally, at least three networks to share best practices and adopt common position measures on trade facilitation policies were implemented and supported by the project. One network of CIS WTO negotiators, which is still active, was established in the framework of a seminar organized by ECE that took place in Moldova 12-13 June 2006. This network is based on an informal structure and helps participants support each other on their participation in the WTO negotiations, particularly focusing on trade facilitation. Its informal structure is considered to contribute to its success. It includes the participants of the mentioned seminar. The fact that it has been active since 2006 shows that there is still a need for it and it indicates sustainability. Other networks initiated by ESCAP and ECA under the framework of the ROA47 project were launched at the time of this evaluation. This is the case for the Pan African Alliance for E-Commerce (launched by ECA 12-13 March 2009) and the UN network of experts (launched by ESCAP 24-25 March 2009) under DA Tranche 6. Impact and success in this regard cannot yet be assessed. Another network initiated by ECLAC in 2005 was not sustained in time and therefore very little results were available. However, ECLAC invited a group of Latin American countries to the UN/CEFACT forum in Mexico April 2008 and this resulted in Colombia's membership in one of UN/CEFACT working groups.

3.4 The integration of SMEs in the global supply chain faded as some RCs focused their effort on other issues considered more relevant

18. Regarding the second objective, there were somewhat less successful results related to SMEs. This links partly to non-compliance of activities and partly to challenges in terms of how to focus these seminars. In addition, there were different views on whether or not to incorporate this objective in the project from the outset and different levels of commitment to it during implementation. For example, there were opinions among RCs that it is only possible to respond to SMEs indirectly in the area of trade facilitation; rather their interest would be in the final solution. In fact, While ESCAP and ECE did not organize activities related to promoting SMEs participation in global supply chains trade, ESCAP organized a seminar targeting government officials where private sector involvement was discussed and ECE developed tools and instruments, in particular in the area of electronic Businesses and Single Window which main target where companies, including SMEs. While there were no dedicated SME events, UNECE provided a large number of technical workshops, in particular in cooperation with ESCAP which benefited SMEs such as the Single Window South East workshops. Results from interviews point to difficulties to integrate this topic into the overall concept, as well as lack of focus, a clear idea of the objectives in this regard. This is the case with a seminar organized by ECLAC targeting SMEs, which got the least positive feedback from beneficiaries among all seminars organized. Topics related to SMEs had generally low visibility in most seminars organized under the ROA47 project. None of the beneficiaries responding to the survey had established training programs in their country in this regard as was stated in the expected accomplishments.

Table 4



19. At the same time, there are also positive results related to awareness rising such as the webpage containing the seminar of SMEs, organized by ECLAC, and it is one of the top ten visited websites of the trade division. Similarly, ECA and ESCWA organized seminars targeting SMEs. For example, in the case of ESCWA, it included some selected experiences on public private cooperation in trade facilitation with the aim to identify the role of the private sector in trade facilitation. In addition, a CD-ROM on trade facilitation measures for the international supply chain, developed under DA Tranche 3 was launched in this seminar.¹¹ In the case of ECA, the RC produced a detailed case study on trade facilitation and SMEs for Kenya, which was presented and distributed at the seminar helping to raise awareness on best practices used in this country.

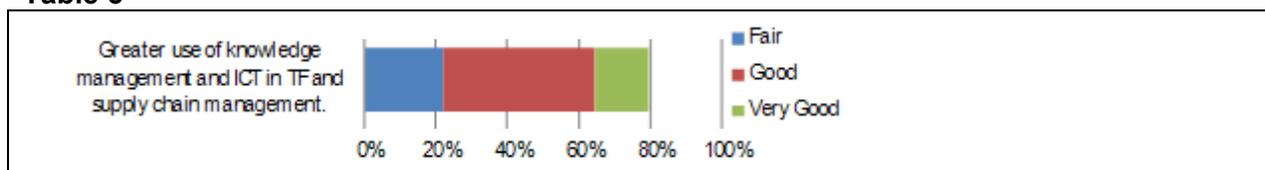
3.5 The technological component was not the enabler for trade facilitation initially anticipated

20. On knowledge management and ICT which is within the DA criteria, less than 25% of beneficiaries that answered the survey mention that the seminars had a significant impact on their understanding of knowledge management or ICT as tools for trade facilitation. This is slightly disappointing given that the project intended to promote trade essentially through

¹¹ *Capacity Building in Trade Facilitation and Electronic Business in the Mediterranean*. Development Account Tranche 3: ECA, ESCWA, ECE, 02/03C.

knowledge management and ICT, as stated in the project's title. While, the content review shows that the technological component was largely present in seminars and presentations,¹² the uneven use and promotion of ICT and knowledge management tools in seminars and other activities speak to the uneven results captured in the process. Overall, more than 50% of respondents to surveys fail to point to one tool mentioned or demonstrated during the seminars. However, it has to be taken into account that the seminars organized by ECE were completed in 2006, and therefore the results from these seminars could not be captured in surveys. For example, ECE organized a seminar in 3-5 May 2006 with a strong technological component which included more than 90 beneficiaries. Altogether, uneven experiences and development of tools committed might have affected the uneven results in this area and can be considered to be one of the weaknesses of the project.¹³

Table 5



3.6 While successful and with positive feedback, overall ROA 47 could have had a bigger impact with clearer focus, higher public and private representation and more effective follow-up

21. Overall the seminars organized under ROA47 2007 and 2008 are well evaluated by beneficiaries responding to the survey with almost 80% expressing the view that the seminars were either successful or highly successful. In line with above findings, the seminar with the lowest rating relates to SMEs participation.¹⁴

22. In the context of a relatively small number of seminars in each region, the objectives of ROA47 were in hindsight too broad. As such, one of the initial suggestions related to the project design that suggested to focus on introducing the theme of trade facilitation to beneficiary countries and perhaps increase their awareness on its importance and to look for ways to implement related technologies to support it could have been a reasonable alternative to heed at the very outset of the project implementation.

23. In addition, there was a general consensus in that the level of participants could have been diversified, thus having a more significant leverage in the attainment of results related to the design, use and implementation of trade facilitation tools and knowledge, since most of the participants to the seminars were at middle management level, the degree of influencing decision-making and utilizing tools was more limited. Beneficiaries pointed to the fact that there was also very few participants from the private sector, which to a certain degree impacted the outcomes on that area of SMEs. Related to this, there was a perception that invitations to seminars in many instances didn't have proper follow-up in the inter-rim periods so as to ensure more and higher participation. At the level of individual seminars, the consensus was that clear objectives and follow-up to the recommendations therein would help to maximize their

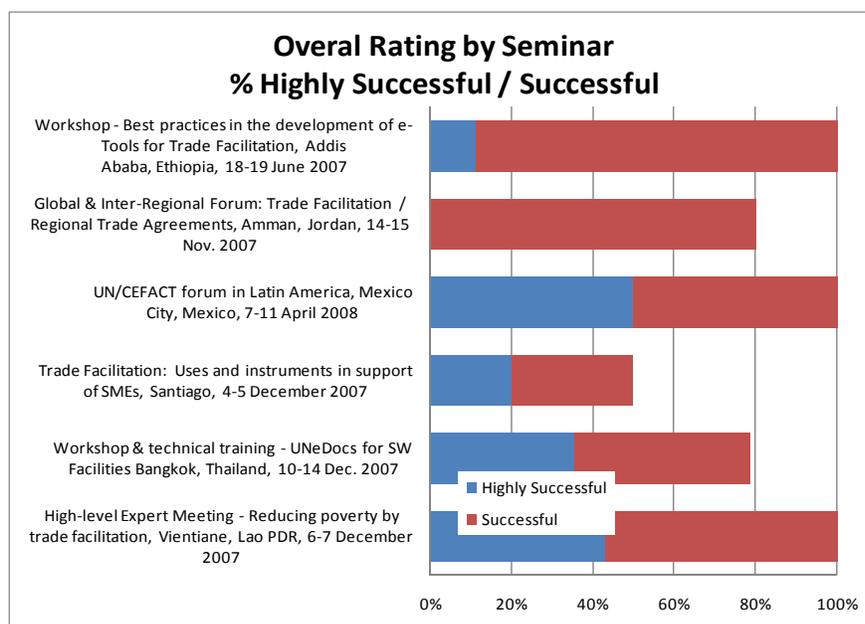
¹² Moreover, two extra seminars were held with a stronger technical component than was initially planned.

¹³ The fact that the electronic web-forum was not created as planned by ECLAC can be seen as a factor that contributes to this less successful feedback. At the same time, it appears that regional differences; difficulties to give an adequate focus to the forum; and the existence of other global partnership, prevented the successful development of this forum. In addition, the survey on ICT deficiencies was produced only by ECA and not by the other RCs.

¹⁴ Feedback from beneficiaries about each seminar can be found in Appendix 7.

effectiveness, variables that were not always clearly available in each of the instances reviewed by the evaluation.¹⁵

Table 6



3.7 Seminars have been used successfully as a conduit for sharing information and building capacity; however, adjustments to their approach and focus are needed to achieve more concrete results

24. The evaluation found that seminars and workshops have been successful mechanisms for sharing experience and building the capacities of decision and technical level staff. Participants valued the seminars as a way to improve their understanding of different aspects of trade facilitation. Particularly, they value learning about the experience of other countries and learning about the potential role of information technology. Overall seminars were seen as one input contributing to the approach the country is following towards trade facilitation and point to follow-up activities planned with their own governments, as well as the need for the know-how captured to be disseminated among the relevant authorities at national level for those activities to have real tangible impact.¹⁶

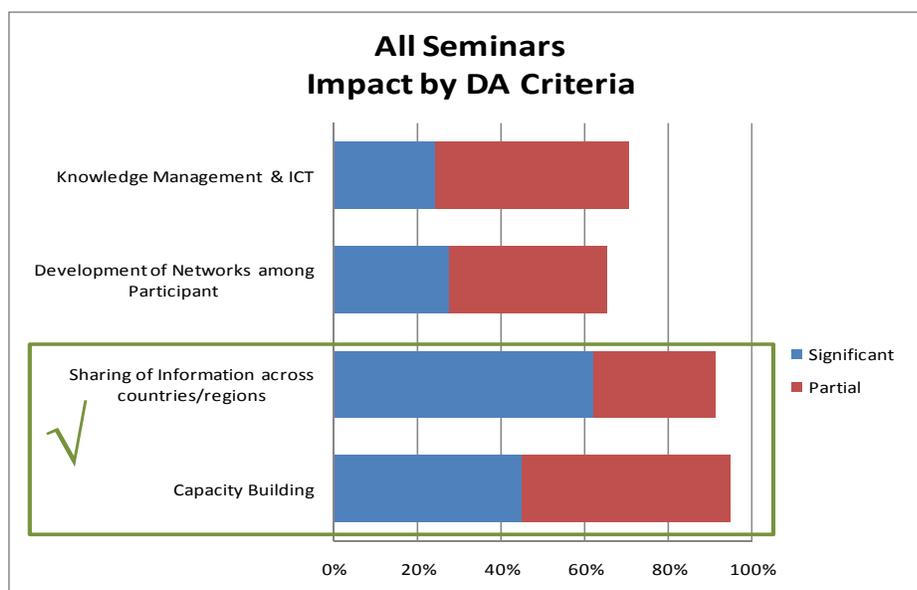
25. Participants (over 60%) believe the seminars had a significant or partial impact in achieving results related to those topics specifically in sharing information across countries and regions which is in line with the main criteria under the DA. While participants value the good organization, well structured programs and timely execution, as well as the level of expertise available and the valuable environment provided through their organization which enables sharing of information and exchange of experiences, they also agree that early distribution of material, a more practical and operational approach putting emphasis on experiences and case studies and raising the level of participation to more senior officials would go a long way in ensuring that they are more effective and can yield to concrete results and effects once the officials go back to their countries. Additionally, it might be worth studying whether tailored

¹⁵ It has been suggested to work more on implementation and to gradually change the focus from pure technical solutions to more process oriented solutions. In particular, cooperation between government authorities, customs and the private sector.

¹⁶ Some relevant comments from selected seminars feedback can be found in Appendix 11

seminars could be customized to the different level of advancement of different countries, so as to be more responsive to individual country's needs.

Table 7



3.8 Expertise on the topic allowed some RCs to have bigger impact and coverage and should be considered as criteria when determining the lead agency's role

26. Overall the project reached out to approximately 783 beneficiaries in 96 member states.¹⁷ Given ECE's expertise in the area of trade facilitation, ECE seminars reached out to close to 50% of all the beneficiaries in the seminars in the major number of countries, many times overlapping to countries where other Regional Commissions might service directly. ESCAP and ESCWA reached out to close to 20% each, and ECA and ECLAC to about 10%. It is worth noting that 74% of those beneficiaries corresponded to the public sectors representatives, while 26% represented the private sector.¹⁸ The data above suggest that given the complexity of the subject, technical expertise is a significant factor in obtaining bigger impact and that there is a need for continuity and follow-up to ensure sustainability and credibility in the relevant field.

Seminars – Coverage

Seminar	# countries	# beneficiaries	% Public	% Private
ECA	13	73	53%	48%
ECE	63	351	72%	28%
ECLAC	19	80	63%	38%
ESCAP	26	139	78%	22%
ESCWA	15	140	91%	9%
TOTAL	96*	783	74%	26%

* Some countries overlap. The total number of countries is 96.

¹⁷ List of participants from seminars in ECA and ESCAP on 10 March 2005 and 17-18 March 2005 could not be included

¹⁸ Two additional events are not included in those charts due to the fact that the List of Participants for those events were not available.

27. In a close analysis of private sector versus the public sector participation, it is clear that there was an uneven approach in ensuring private sector participation. ECA and ECLAC were particularly successful in reaching out to the private sector with close to 40% or more beneficiaries from that sector participating in activities organized by them. ESCAP and ESCWA focused more strongly on targeting the public sector with close to 80% vs. only 20% of private sector participation, with ECE having an approximate 70/30 public/private participation. Since the SMEs and private sector were a special beneficiary group, more could have been done to ensure that they are continuously involved in the planning and implementation of the different project activities,¹⁹ or perhaps ensuring that customized sessions were prepared for them to initiate the discussion on the subject matter.

28. It is worth point out that ECE also had the biggest coverage, reaching out to approximately 63 countries, many of which were outside its immediate influence. Given its expertise on the subject area, ECE had overlapping influence over Asia, Africa, Latin America and the Caribbean as well as the Middle East. The other RCs had influence only over their own regions. Given this recognized expertise and influence on the topic of trade facilitation, which indicates ECE's comparative advantage over the other RCs, other technical considerations shouldn't have impeded ECE's leadership on the project implementation.²⁰ Given ECE's leadership in terms of know-how with more than fifty years of experience in this field and being at the cutting edge of trade facilitation globally through UN/CEFACT, ECE was the natural leader in the area. In future project, that level of expertise and coverage should be strongly considered when determining the leading role of an interregional project.

¹⁹ The beneficiaries in the seminars organized under ROA47 correspond largely to middle management level, with a majority of representatives from various ministries and customs officials and to a certain extent technical experts. Some seminars had more senior participants, most notably the ECE Global Forum 20-22 June 2005.

²⁰ Given ECE's leadership in terms of know-how with more than fifty years of experience in this field and being at the cutting edge of trade facilitation globally through UN/CEFACT, ECE was the natural leader for this project. However, due to the fact that a similar project was on-going at the same time in the Mediterranean Rim under Tranche 3 of the Development Account, with ECE as lead agent, together with ESCWA and ECA, ECE could not lead the project for technical reasons based on DESA rules. Therefore, it was decided for ECLAC to lead the project. However, for ECLAC it created challenges for two reasons: Firstly, because it was the first Development Account project to be directed by ECLAC involving all RCs. Secondly, because ECLAC did not have expertise in trade facilitation, a complex subject where expertise is seen as important.

Table 8

ECA*	ECE	ECLAC	ESCAP*	ESCWA	
<ul style="list-style-type: none"> •Cote d'Ivoire •Cameroon •Djibouti •Ethiopia •Ghana •Kenya •Mauritania •Mauritius •Nigeria •Senegal •Tanzania •Tunisia •Zambia 	<ul style="list-style-type: none"> •Armenia •Azerbaijan •Belarus •Bulgaria •Croatia •Czech Republic •Georgia •Hungary •Kazakhstan •Kyrgyzstan •Lithuania •Macedonia •Moldova •Poland •Romania •Russia •Serbia •Montenegro •Slovakia •Tajikistan •Turkey •Ukraine •Uzbekistan •Afghanistan •Angola •Bahrain •Bangladesh •Cambodia •Cameroon •Chile •China •Djibouti 	<ul style="list-style-type: none"> •Egypt •Gabon •Ghana •Guatemala •Haiti •India •Indonesia •Islamic Republic of Iran •Jamaica •Jordan •Republic of Korea •Lebanon •Malaysia •Mauritius •Mongolia •Morocco •Nepal •Nigeria •Oman •Pakistan •Palestine •Philippines •Senegal •Singapore •Sudan •Suriname •Syrian Arab Republic •Thailand •East Timor •Tunisia •Vietnam 	<ul style="list-style-type: none"> •Argetina •Bolivia •Brasil •Chile •Colombia •Costa Rica •Cuba •Dominican Republic •Ecuador •El Salvador •Guatemala •Honduras •Mexico •Nicaragua •Panama •Paraguay •Peru •Uruguay •Venezuela 	<ul style="list-style-type: none"> •Afghanistan •Azerbaijan •Bhutan •Brunei Darussalam •Cambodia •China •Kazakhstan •Republic of Korea •Kyrgyzstan •Lao PDR •Malaysia •Maldives •Mongolia •Myanmar •Nepal •India •Indonesia •Islamic republic of Iran •Pakistan •Russia •Singapore •Sri Lanka •Tajikistan •Thailand •Uzbekistan •Vietnam 	<ul style="list-style-type: none"> •Bahrain •Egypt •Iraq •Jordan •Kuwait •Lebanon •Oman •Palestine •Qatar •Saudi Arabia •Syrian Arab Republic •United Arab Emirates •Yemen •Algeria •Sudan

NOTE: List of Participants for seminar ECA 10 March 2005 and ESCAP 17-18 March 2005 are not available

29. As can be seen in the table below, most regions accomplished more than 60% coverage of beneficiary countries in their own region, including with contribution from ECE organized seminars. Given the mere numbers of country participation, this data suggest that sharing of experiences was very much at the forefront of the projects achievements. Coverage for each seminar can be seen in Appendix 11.

Seminars – Country Coverage per Region

Total all Seminars*	# beneficiary countries	% coverage of total beneficiary countries
ECA	16	67%
ECE	23	72%
ECLAC	22	67%
ESCAP	29	62%
ESCWA	14	100%

NOTE: List of participants for seminar ECA 10 March 2005 and ESCAP 17-18 March 2005 are not available.

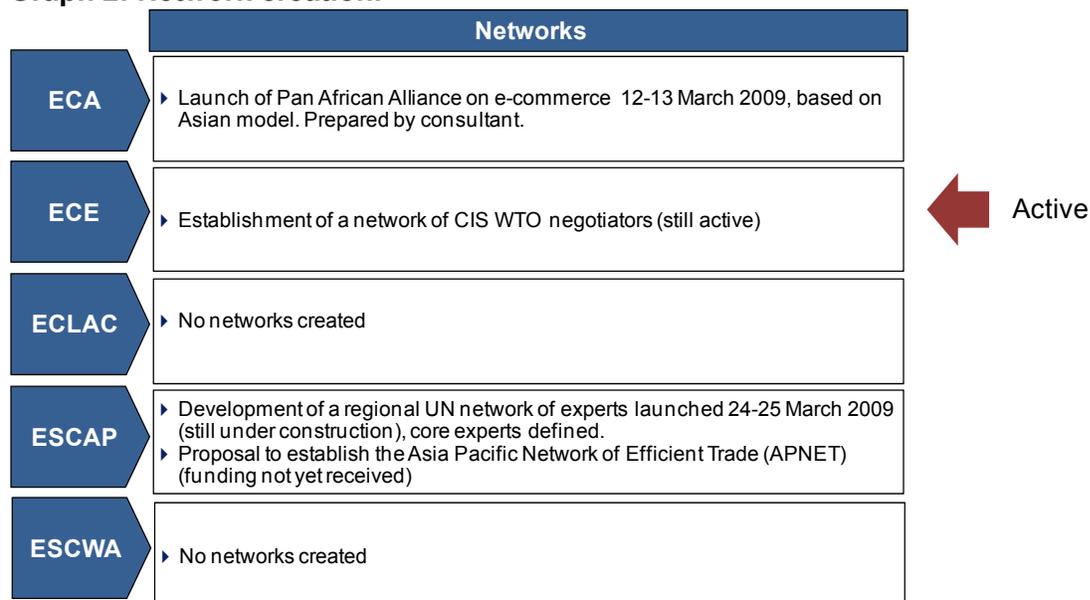
* ECE organized seminars included additional countries for ECA (3); ECLAC (4); and ESCAP (3). Beneficiary countries do not include member states from developed countries.

ECA noted that in addition to member states, Regional Economic Communities, including ECOWAS, EAC, COMESA and the Indian Ocean Commission were also involved in ECA activities on trade facilitation. Additionally, ECA noted that funding was provided for the participation of Cameroon, Cote d'Ivoire, Senegal, Ethiopia, and ECOWAS to the global forum on trade facilitation organized by ESCWA in Amman, Jordan”.

3.9 The creation of networks was a positive project outcome, but their sustainability and continuity of support should be ensured to maximize the benefits to the governments in the regions

30. The objectively verifiable indicators defined the establishment of at least one regional network in the ROA47 project, allowing developing countries to share good practices and adopt common positions on trade facilitation measures. One active network has been developed during the course of the ROA47 project so this has been achieved. This network was developed based on an informal structure and aimed at strengthening the capacity of countries involved to participate in multilateral trade facilitation negotiations. This is the network of CIS WTO negotiators, which was established in the framework of the ECE organized seminar in Moldova 12-13 June 2006. It is still active and helps participants support each other on their participation in the WTO negotiations related to trade facilitation. It includes the participants in the mentioned seminar. The fact that it has been active since 2006 shows that there is a need and is as well evidence of sustainability. Two other networks were initiated by ESCAP and ECA under the framework of the ROA47 project, and were recently launched. This is the case for the Pan African Alliance for E-Commerce (launched by ECA 12-13 March 2009) and the UN network of experts (launched by ESCAP 24-25 March 2009) under DA Tranche 6. Various networks are being developed, although, in the case of ECLAC a network was created under the framework of their first organized seminar in November 2005 but was unsuccessful. In addition, the structure and goal of this network were not clearly defined. A critical factor in ensuring that the networks can be useful to governments and decision-makers is to ensure that they have the appropriate structure and that they are continuously supported organizationally and technically perhaps by a focal point within the organizations that launched it. This and other elements of sustainability such as practices on how to manage the network have not always been present, and were not clearly established in the different RCs. Similarly, it is not clear how the created networks complement existing networks in the field of trade facilitation globally.

Graph 2: Network creation.



3.10 There was enhanced collaboration on trade facilitation between the RCs; however, interregional ownership and coordination was not optimal

31. Collaboration between the RC on trade facilitation was enhanced the synergies and cooperation arrangements established between ECE, which develops standards, instruments and tools which are then used by other regional commissions to provide capacity building to policy makers and practitioners. This is very much in line with the overall aim of the DA to promote “capacity-building through sub-regional, regional and interregional economic and technical cooperation among developing countries”. This cooperation has generated a valuable insight and understanding on trade facilitation across RCs, as well as a mean to exchange expertise and know-how among the RCs. In particular, the project provided the institutional framework and funding for this cooperation.²¹

32. Regarding coordination and implementation across regional commissions, the suboptimal results identified were in a large part on the lack of appropriate mechanisms for transition and transfer of knowledge due to the constant changes in staff responsible for the project. As can be seen in the table below, none of the staff originally responsible for the project stayed to its finalization, although in the case of ECE, ESCWA and ECLAC the staff has been responsible for the longest period of time. Two project managers and eleven project coordinators were in total involved with the ROA47 project. In the case of ECA two people have been in charge, dealing with the complexity of an initial project leader that took a year leave, factors that could have contributed to the delay experienced in the project delivery. In the case of ESCAP there has also been a high turnover of management within the trade division/trade facilitation unit, with five managers executing those positions during the last three years.²² ESCWA was facing other difficulties due to the unstable security situation in Lebanon, where ESCWA staff members were evacuated in 2006 and relocated offices in 2007 for a long period of time. Despite this situation, ESCWA completed all ROA47 activities within the timeframe of the project. There is a perception that it is possible to improve the cooperation among RCs, clarifying the kind of know-how that will be developed and how it will be shared across regions. Another factor that influenced coordination and clarity of actions was the fact that there were other activities related to another DA project related to trade facilitation and electronic business which was not properly factored in to the implementation of ROA 47.²³ In projects of such length it is probably expected a certain rotation of staff responsible for the project. This highlights the need for proper coordination and handover to strengthen accountability.²⁴

TURNOVER OF STAFF RESPONSIBLE FOR PROJECT IN EACH REGION					
	ECA	ECE	ECLAC	ESCAP	ESCWA
# of turnovers	1	1	1	3	2

²¹ Upon completion of the evaluation, and given that this cooperation is now declining, ECE suggests to establish an on-going mechanism of cooperation and exchange of expertise among all five UN RCs in the technical areas of trade facilitation and electronic business to build on the experiences and cooperation gained under ROA47.

²² The Trade Facilitation unit at ESCAP was without management for close to a year, although this has not generated delay in project execution.

²³ It also worth noting that another project under DA Tranche 3 including ECA, ECE and ESCWA, with similar types of objectives was going on in parallel in 2006. The project aimed at providing capacity building in trade facilitation and electronic business in the Mediterranean by promoting and implementing an integrated approach to simplifying trade procedures in the region, using UN/CEFACT recommendations, norms and standards. This project has not been evaluated, but workshops were held in the ESCWA and ECA regions. It is unclear why these projects were being executed at the same time and to which extent this had a positive impact on ROA47, although, as mentioned previously, one of the tools developed under DA Tranche 3 was launched in the ESCWA seminar on SMEs under ROA47 in November 2006.

²⁴ A proper handover of the project is very important to prevent delays. Eventually, the officer in charge could be responsible for training and updating the new staff.

33. According to the RCs, cooperation and coordination with ECLAC was mostly related to administrative matters, this coordination was well commended. However, regarding the substantive area, there was a perception that coordination and follow-up could have been somewhat better executed. At the same time, ECLAC faced some challenges in requesting and receiving required documentation, having to brief and train new UN staff in other regions on the project; with intermittent communication, unanswered responses, and lack of overall engagement from RCs programme planning divisions. A stronger formal link to programme and planning divisions in other RCs related to joint DA projects could have benefitted the project in this regard.

34. As mentioned previously, ECE's leadership in know-how in this field, contributed to it playing a more active role in all regions and playing the default substantive coordinator role. The table below depicts ECE influence in the organization and implementation of seminars in all regions, compared to other RCs.

PARTICIPATION IN SEMINAR					
RCs	ECA	ECE	ECLAC	ESCAP	ESCWA
ECA	X	X			X
ECE	X	X	X	X	X
ECLAC		X	X		X
ESCAP		X		X	X
ESCWA		X			X

35. Despite the above, coordination among regions was best between ECE and ESCAP, largely due to common beneficiaries because of that a common sharing of expertise. Between them, they have ten beneficiary member states and given that ESCAP has a more advanced programme in trade facilitation and information technology, cooperation has resulted in multiplier effects such as two subsequent projects in trade facilitation under DA tranche 5 and 6.²⁵ Furthermore, there is a current ESCAP/ECE proposal submitted for DA Tranche 7 funding in the area of trade facilitation targeting Central Asian countries (i.e. SPECA countries). This proposal includes the development of a SPECA Network on Trade Cooperation. ECE has also suggested establishing an on-going mechanism of cooperation and exchange of expertise among all five UN RCs in the technical areas of trade facilitation and electronic business to build on the experiences and cooperation gained under ROA47. Altogether, greater coordination both substantive and administrative as well as involving the programme planning divisions early in the process to help with the different mechanism to share information would be of great importance for future interregional projects.²⁶

36. The length, scope and complexity of this kind of project have highlighted the importance of ownership and clear accountability lines. From the outset, no staff wanted to take formal responsibility for the project. The role of coordinators and project managers was not clear. Some UN staff working to implement seminars under the project were not aware of the ROA47 project document, including its scope and objectives. To mitigate such difficulties, it is important to start any project implementation having a fully dedicated project manager and defining clearly the role of the coordinator(s) as well the specific contributions of all the other RCs. Similarly, having regular meetings of coordination and discussion seems critical to the process. If there is more than one coordinator, it is important that the focus and accountability is clear in order to avoid overlapping or confusion. In order to have buy-in from all RCs and to ensure commitment,

²⁵ There was a proposal by ESCAP at the last coordination meeting of ROA47 in Amman, Jordan, December 2007, to develop another project, involving all RCs, on a Forum for Efficient Trade under DA Tranche 7. However, according to ESCAP, their focus is currently moving away from this concept as apparently there is too little enthusiasm for it.

²⁶ A self assessment on the coordination of the RCs is provided under Annex 13.

the practice of establishing a steering committee could be a practical solution. This is already in practice in some inter-regional DA projects. From the perspective of motivating the staff, the project should ideally be seen as adding value to all RCs and perhaps clarifying from the outset how the DA can complement other initiatives in the subject area in question.

3.11 Project design was faulty and led to very little verification at the implementation and monitoring stages

37. The evaluation found that the objectives set for ROA 47 were too broad in their scope. For example, beyond issues directly related to trade facilitation, they include issues related to the participation of SMEs in the global supply chain, with an emphasis on information technology tools which assumed that the member countries have already in place an institutional framework and working processes that enable their implementation. This proved to not always be the case.

38. Moreover, the evaluation found that the objectives, expected accomplishments (EAs) and objectively verifiable indicators formulated in the project document were not always aligned and were formulated in a manner that was difficult to quantify. A couple of examples follow:

Expected Accomplishment	Objectively Verifiable Indicator	Source of Verification
Trade Facilitation for SMEs enhanced	Greater awareness of the private sector on interregional linkages between small and medium-sized enterprises and global supply chain	Questionnaire to Government officials related to the area
Trade Facilitation aspects of Trade Negotiation Strengthened	Improved understanding by and capabilities of national policy makers of multilateral and regional trade agreements that better reflect the interests of developing country members	Survey of national policies. Reports from Member States.

39. In the examples above, the project logic shows weaknesses at all levels. The “objectively verifiable indicators” are not easily verifiable, they seem more as formulations suited at the Expected accomplishment level and the sources of verification are not supporting the data collection efforts proposed. Commonly used protocols dictate that indicator narrative should have quantifiable formulation in support of the EA. Examples of verifiable indicators such as “number of private sector officials” or “percentage of policy makers that use...” etc are not available. Another weak component of the logframe formulation is the attribution/contribution. There are no references of the project intervention in the indicator formulation, making it difficult to link the project intervention to the projected results. Good example of indicator formulations such as “number of policy makers of multilateral trade agreements that have used the RCs recommendations in their trade related negotiations” which could show that RCs recommendations will be used are not present. Another weakness in the project design are the links between the sources of verification and the EAs. In the first example above, the first refers to small and medium-sized enterprises and the private sector, while the sources of verification to be used relates to a questionnaire applied to the Government Officials.²⁷

²⁷ As it can be seen in the second example, the indicator is linked to the impact of national interests on multilateral and regional trade agreements, a variable that firstly is also difficult to quantify and secondly, a variable that the same as in the previous example can depend on several factors other than project ROA47. In this second case, the source of information is a survey of national policies, which seems a very complex task, given that 96 countries have participated in this project.

40. It is important that the objectively verifiable indicators are properly formulated and include realistic measures of project achievement, ideally in relation to a baseline and with defined targets. These, too need to be linked to properly measurable, specific, realistic and time-bound EAs. In order to deal with the limitations of project design, the data collection efforts for this evaluation were designed to measure the extent to which the objectives / expected accomplishments and indicators were met, as aggregate and general statements of goals against which progress was sought. Along this line, the survey applied to beneficiaries included three areas: Sharing of Information, Capacity Building and Development of Networks. (See Appendix X).

ESCWA and ECLAC commented that Objectives were broad in order to take into consideration the different needs and priorities of each region, among other factors.

3.12 Initial commitment of RCs in this DA project was weakened by the ambitious project design

41. Parallel to the above mentioned comments, at the outset of this project, the RCs were not fully committed. Documentation from meetings during project design, comments from UNCTAD, and concerns expressed by RCs all pointed to the ambitious scope of the project. ECE specifically expressed in a meeting with ECLAC early October 2004, that the objective ought to narrow down and focus on introducing the theme of trade facilitation to the countries of the RCs and to look for ways to implement current technologies in these countries. This was not taken into account. DESA did not approve the first proposal developed by ECLAC and requested ECLAC to redesign the project before approval. The revised version, although still very ambitiously designed, was approved by DESA. During implementation both ECE and ESCAP did not execute projects related to SMEs, but they rather focused their efforts on where they saw a need and on topics that were considered most relevant in this regard, particularly against the background of limited resources.

42. In addition, Development Account projects require cooperation among RCs in order to encourage learning and capacity building across regions. This also implies challenges in terms of tailoring the needs and work programs of different regions with the overall objectives of the project. Essentially, Development Account projects have three dimensions: Firstly, the DA project itself and related objectives. Secondly, the work programs of the individual RCs. Thirdly, the Development Account criteria, which are requirements for approval. Development of DA projects needs to create a balance between these three dimensions. In addition, the needs and special situation in each region mediates the ability to integrate fully in a Development Account project. In this case, the regions had different needs. It proved challenging to develop a substantive plan that satisfied the needs of the various regions. Some were at basic level, others were more advanced.

3.13 The lack of a systematic monitoring mechanism weakened accountability and rendered potential results achieved untraceable

43. The evaluation uncovered the lack of a systematic mechanism for monitoring the results achieved by the project against the specific indicators chosen. Very little information on them was available at the time of the evaluation. At the same time, concrete outputs delivered with the potential of creating multiplier effects and tangible results were found to have very little appropriate follow up and monitoring regarding their effectiveness. No plans for follow-up surveys or a review of how the diverse tools and materials distributed were being used by the beneficiaries were available. While concrete tools such as the UN trade facilitation toolkit was

distributed in several seminars, and was translated to Arabic and distributed by ESCWA to chambers of commerce in their region, there was no appropriate follow-up on how this toolkit was benefiting the Countries it was distributed to.

44. An array of seemingly very useful tools was developed in the course of the project which was not followed-up or systematically monitored. No specific strategy for collecting information on them after distribution was discussed or set by the different implementing agencies which corroborate the fact that many of the results achieved have been left untraceable. For example, in the global forum organized by ECE in June 2005 a document called “Roadmap for Paperless Trade” was produced and distributed to all 300 participants of the seminar, outlining step-by-step what needs to be done to move towards paperless trade targeting all countries, independent of their level of progress. The document is still being distributed and used as a reference in various seminars organized by ECE and ESCAP in particular, but no strategy is available on how to monitor its effectiveness. Similarly, ECE produced an English-Russian glossary on trade facilitation terms, the first of its kind, and ECA produced a case study on deficiencies in use of ICT which was distributed to relevant stakeholders, as well as to the ECA African Trade Policy Center which will increasingly be the focal point for trade facilitation at ECA. ECA also produced a detailed case study on trade facilitation and SMEs for Kenya, which was presented in a seminar organized by ECA that took place in 18-19 June 2007. ECLAC has developed a web-portal addressing Latin American users, and contribution to Colombia’s membership in UN/CEFACT working groups. However, when asked none of these outputs were being monitored on their effectiveness and very little information was available to be able to trace them individually during the course of this evaluation.

3.14 Record keeping was uneven amongst the different RCs leading to dispersed data availability

45. Approximately 75% of the documents on the project implementation of the project outputs, such as list of participants, programs, seminar conclusion documents, surveys applied during seminars, RC web-sites, and presentations for all seminars could be retrieved and were analyzed.²⁸ However, there were cases where documents were not adequately submitted or could not be located, including Lists of Participants and Summary and Conclusion documents, as documented in Appendix 7. This indicates uneven record keeping across regions. With the exception of ESCWA where staff was evacuated in 2006 due to the unstable security situation in Lebanon, other RCs had different document sets for similar type of activities.²⁹ Using similar type of approaches to document formulation and record keeping in interregional projects would not only allow for comparability, but it would also permit a broader analysis of performance and results analysis. This is an indication that certain common standards on record keeping and project implementation need to be put in place to facilitate an effective and efficient interregional project delivery.

46. Going forward, a systematic, standardized record keeping effort of DA projects would be valuable particularly for seminars; for example including the following items: List of participants, program, summary and conclusion documents (including objectives, outcomes, and recommendations), and results of the surveys applied at seminars. It is recommended that both

²⁸ Content review document available at DPPO, ECLAC.

²⁹ As has been mentioned in the report, there has been uneven record keeping: 2 List of Participants, 1 program, 6 summary and conclusion documents, and 11 surveys could not be located or were not found, produced or delivered in time. This also created problems in the evaluation process. List of participants also did not in all cases include contact information for several participants, generating a lower response from surveys on these seminars.

the lead agency and relevant RC divisions or units keep record of similar project related documentation, including distribution lists of publications, toolkits, and other guides or material.

3.15 Lesson learned on the evaluation process

47. There are several lessons that could be learnt from this first interregional DA project evaluation. Given its complexity and the multiplicity of stakeholders involved a clear lesson of immediate application would be to ensure that the programme and planning divisions for each Regional Commission are involved at the outset of the implementation of the project and act as focal points and reference group for an ex-post evaluation of DA projects. As such and going forward, interregional type of evaluations should be linked to the Programme Planning and Operations Divisions of each RCs and they should act as focal points for the process. This would help to ensure timely delivery of documents and setting up of interviews and would ensure UN staff that the evaluation is properly anchored within the UN system, so as to establish trust in the evaluation process. As a first exercise of this type, proper coordination amongst the different RCs was only developed during the exercise and at the later stages of the process.³⁰

48. Currently there is no guidance on how project evaluators should work with the rest of the organization on this type of projects and no clarity regarding the monitoring and reporting procedures to be followed to feed the interregional evaluation processes.

³⁰ Due to the fact that an external consultant was hired to coordinate the process, the coordination mechanisms that are already in place amongst the Programme Planning and Evaluation Units of the RCs were not used to their full potential.

4. RECOMMENDATIONS

RECOMMENDATION 1

49. In order to focus the organization of seminars and other project interventions, full consideration should be given to conducting need-assessments exercises to adjust the delivery of workshops, seminars or other interventions to the needs of the RCs' constituency and thus maximize results. Additionally, possible areas of success/failure should be thoroughly debated among partners and implementing agencies taking into consideration all variables and opinions before moving ahead with the implementation.

RECOMMENDATION 2

50. To the extent possible RCs should develop similar standards for delivery of interregional activities such as seminars, workshops, dissemination of tools and materials, etc including the setting up clearer objectives for the different activities, distributing material well ahead of time, ensuring follow-up efforts to provide support to participants and consistently developing summary of proceedings and conclusion documents.

RECOMMENDATION 3

51. In order to enhance the effectiveness of capacity building interventions, to the extent possible:

- a) Seminars should be arranged with more time assigned to practical applications of theoretical concepts and less time devoted to presentations.
- b) The material should be adjusted to the needs and specificities of beneficiary countries.
- c) The level of participation in seminars and workshops should be raised to create a balance between high level decision-making staff and technical level including professionals from both the public and private sector.
- d) Follow-up and evaluation surveys should be used as a matter of course in all workshop and seminar efforts.

RECOMMENDATION 4

52. The RCs should consider commissioning a study on network development in the area of trade facilitation and possibly other areas to explore success factors for the development and sustainability of the networks. Additionally, when forming a network, ways and means of providing continuous technical and organizational support should be factored in the budgets to ensure sustainability and longer term impacts.

RECOMMENDATION 5

53. RCs need to optimize and coordinate the use of Knowledge management and ICT tools and share experiences on what works and what doesn't from the outset of the projects to ensure they enable the anticipated results for RCs beneficiaries.

RECOMMENDATION 6

54. DESA procedures on Development Account project formulation should ensure the development and approval of realistic logical frameworks and within the timeframe and resources provided through technical reviews and other peer reviewing mechanisms. In no case should the logical frameworks be formulated at the same level of subprogramme logframes, but

they should rather complement them. It is also important to review the alignment between its different elements (objectives, expected accomplishments and indicators) in the project design, and have clarity on the mechanisms and processes that will be necessary to collect data on them from the outset.

RECOMMENDATION 7

55. Sufficient time should be devoted to ensure proper buy-in from RCs participating in the interregional project at the outset in order to ensure commitment and establish clear responsibilities and accountabilities for the different segments of project implementation. The project should be seen as adding value to all RCs and it should be clear how. This clarity on the division of labor should be agreed and documented as a first step to project implementation.

RECOMMENDATION 8

56. The RCs should ensure that the lead agency has sufficient breadth and depth of experience to deal with the subject matters of the project. In projects of this complexity, where the know-how is concentrated in one RC, it is important to develop a mechanism defining how this know-how will be disseminated and used by other RCs. These criteria should be incorporated to the DA guidelines for concept and project development.

RECOMMENDATION 9

57. RCs should establish clear administrative and substantive coordination arrangements on the implementation of any DA project. Substantive and programmatic focal points should be appointed from the beginning ensuring the participation of the RCs programme planning and operation Divisions. Invariably, the DA projects should allow for a kick off meeting, a mid term review assessment and a final close of project self-assessment where all representatives participate to ensure that the project starts, proceeds and ends on track with the project objectives and commitments and that the different steps of implementation as well as progress are clear to all. This mechanism will ensure a proper formal follow-up and the establishment of coordination mechanisms at all levels. Regular meetings of coordination and other ICT tools such as list serve (wiki) software or Lotus notes (quicker) modules to exchange information and documentation should be established as part of those coordination efforts.

RECOMMENDATION 10

58. Every interregional DA project should have a fully dedicated project manager and a steering committee led by the lead RC to clearly define the roles, responsibilities and project implementation steps as well as to ensure that the relevant standards, documentation, information and follow-up mechanisms are established and are known to all from the outset of the project. It is important that the focus and accountability is clear to avoid duplication, overlapping and to ensure the optimal use of resources and the effective implementation of the project.

RECOMMENDATION 11

59. RCs should seek a consistent handover of Development Account projects due to turnover of UN staff. Hand-over notes and other status reports should be elaborated as a matter of course to ensure transfer of knowledge. Additionally, the staff responsible for implementation and coordination should always have a backup project coordinator to ensure continuity and transfer of knowledge. Programme Planning Offices acting as focal points (as per

recommendation 9) should also be copied on all the materials and details to ensure that there is a third party involved in follow-up and record keeping. Tools and monitoring modules to facilitate the documentation of these materials already available in RCs such as ProTrack in ECLAC and the TC monitoring tool in ESCAP can be used as models.

RECOMMENDATION 12

60. To the extent possible uniform/harmonized monitoring systems should be established and used by all the RCs that contribute to an interregional project. This will ensure that data on all elements of the logical framework are available and considered at the different reporting stages, and the ex-post evaluation. Similar monitoring procedures to track effectiveness of specific outputs should also be put in place and be factored in the project resource utilization such as the implementation of surveys initiatives after seminars and workshops to ensure that all possible information available is traced and documented.

RECOMMENDATION 13

61. As a complement to the monitoring system, systematic record keeping should be put in place as soon as possible. In the case of seminars that are being organized under the DA projects a standardized record keeping system would be valuable in ensuring consistency of information e.g. list of participants (complete contact information, including name, title, institution, e-mail and telephone contact of participants), program, summary and conclusion documents, and surveys applied at seminars if applicable. This information would also facilitate further reporting on project implementation as well as the ex-post evaluation of project outcomes.

RECOMMENDATION 14

62. Programme and Planning Divisions for each RC should act as focal points for the evaluation as a regular practice in order to ensure coordination and collaboration and prevent delays in data collection such as the setting up interviews and receiving documentation, as well as to strengthen the credibility of the evaluation process within and outside the RCs.

APPENDICES

1. **Project formulation and evolution**
2. **Comments on project resources**
3. **Survey Applied to Participants**
4. **List of Interviews**
5. **Evaluation Plan**
6. **Comments on survey of seminar participants**
7. **Record keeping**
8. **List of Seminars of ROA47**
9. **Project outputs – networks, tools and other output**
10. **Beneficiaries' Feedback by Seminar**
11. **Coverage by Seminar**
12. **Completion of Planned activities**
13. **Selected comments from seminar beneficiaries**
14. **Self Assessment on RCs coordination**

APPENDIX 1 – PROJECT FORMULATION AND EVOLUTION

In the *International Forum on Trade Facilitation* in Geneva 29-30 May 2002 - organized by ECE in collaboration with the other RCs - it was agreed that the UN agencies, including the RCs, should play a stronger role in supporting and developing technical cooperation initiatives for the implementation of trade facilitation measures and instruments, in cooperation with other relevant international organizations. This is initially based on a request from the UN High-Level Committee of Programmes (HLCP) in October 2001 to identify trade facilitation issues to be addressed in a coordinated manner within the United Nations System.³¹

In the *International Forum* of May 2002, it was recommended that the RCs develop a joint project on capacity building for trade facilitation, building on the advantages of each RC and benefitting from the heterogeneity of development situations present in the various regions. The following year, in the Third Inter-Agency Meeting on Trade Facilitation, 16 May 2003³², it was stated in the summary report that the joint project was intended to “develop a web tool to increase exchange and cooperation among the five RCs in the area of Trade Facilitation with the view to reach a common understanding, policies and approach to trade facilitation, taking into account the regional perspective”. There was an agreement to give ECLAC the role as lead agency, given that ECE at the time was developing a project with ESCWA and ECA, under the same overall initiative and could not lead the project for technical reasons based on DESA rules.³³ This was also considered as an opportunity for ECLAC to develop capacity and know-how the area of Trade Facilitation.

A first project proposal developed by ECLAC was submitted to DESA in April 2004. However, this initial proposal was not approved by DESA based on comments from UNCTAD to better focus the project³⁴. In addition, the other RCs found it difficult to find adequate experts and to generate interest for the wide scope of the project. ECE representatives expressed that a project so wide would require significantly more resources than stated.³⁵ Some RCs expressed that the technological level required for its implementation was superior to the possibilities of a majority of their member countries, and the diversity of areas to be covered would make it impossible to reach the expected time frame. It was agreed that there was a need to change the focus of the project.³⁶ ECE representative expressed that the idea ought to be two-fold. On the one hand, to introduce the theme of trade facilitation to the countries of the RCs, on the other hand, to look for ways to implement current technologies in their countries.³⁷ A coordination meeting among the RC focal points was consequently held in Geneva 21-22 October 2004 with the purpose to redesign the project.

The project proposal was thereafter revised by ECLAC and a new version was submitted to DESA January 2005. The revised project was approved by DESA February 2005.

³¹ Paragraph 42 of report of HLCP second regular session of 2001, Geneva 25-26 October 2001.

³² The first Inter-Agency Meeting on Trade Facilitation was convened in April 2002 by UNCTAD, following the request by HLCP.

³³ “*Capacity Building in Trade Facilitation and Electronic Business in the Mediterranean*”. Development Account Tranche 3, ECA, ESCWA, ECE, 02/03C.

³⁴ Comments from the Trade Logistics Branch UNCTAD, 10 May 2004.

³⁵ Mission report ECLAC 2-9 October 2004

³⁶ Aide Memoire 21/11/2004 of the Coordination Meeting of Focal Points for the Implementation of the Development Account 4th Tranche Project on International partnership for promoting trade as an engine of growth through knowledge management and information and communications technology 21-22 October 2004

³⁷ Mission report ECLAC 2-9 October 2004

APPENDIX 2 – COMENTS ON PROJECT RESOURCES

This evaluation does not include any in-depth assessment of usage of funds. It has proved difficult to receive information on contribution by ROA47 funds to individual seminars. Based on the information given related to costs, some information on the funds used by individual RCs is presented below (refer to Appendix 5 for list of seminars):

ECA: Cost of first ECA organized seminar in Geneva 2005 is USD 26,000, 100% financed by ROA47. The second seminar in Addis Ababa June 2007 was 100% financed by the ROA47 project. Seminar in Port of Djibouti 2008 was co-financed with a private company from Dubai managing the port. The port authority provided conference center and transport for this seminar. Travel expenses to the two global forums, as well as travel expenses for the participation of four beneficiary member states and ECOWAS to the Global Forum in Amman, Jordan. Total funds used by ECA under the project were USD 119,795.

ECE: The ECE organized global forum 2005 and symposium of single window 2006 were financed jointly with other ECE budget. It is unclear the exact distribution, but most of DA funds for the global seminar in June 2005, for example, went to finance experts participating in the seminar. These were high level experts and contributed significantly to the success of this seminar. The ROA47 contribution to ECE symposium in May 2006 was USD 32,000. Seminars in Moldova and Russia in 2006 were financed 100% by ROA47. In addition, funds were used to develop the trade facilitation tool kit (cost USD 69,000). The roadmap to paperless trade was developed in-house as well as the English-Russian glossary. Travel expenses for various ECE staff to participate and speak at seminars organized under ROA47 (Addis Ababa 2007, Santiago 2007, Malaysia 2005, Beirut 2006, Cairo 2007, Jordan 2007, Bangkok 2007, Chisinau 2006, Moscow 2006, Dushanbe 2006). Total funds used by ECE under the ROA47 project were USD 184,266.

ECLAC: The three seminars organized by ECLAC were all financed 100% by ROA47. Consultant was used to establish the template for the web-portal 2006. Travel UN staff (Mexico 2008, Jordan 2007, Geneva 2005). Close to USD 150,000 are joint project related expenditures such as sub-contracting and contracting, translations, and development of training material. Total funds used by ECLAC under ROA47 were about USD 200,000.

ESCAP: The cost of the first ESCAP organized seminar under ROA47 in Kuala Lumpur was USD 52,400. Three additional ESCAP organized seminars were financed 100% by DA Tranche 4, while the seminar in Lao 2007 was financed jointly with other ESCAP programs (45% ROA47). Travel expenses UN staff (Global forums Geneva 2005, Amman 2007, Kuala Lumpur 2005, Dushanbe 2006, Lao 2007). Total funds used USD 127,117.

ESCWA: ESCWA seminars are 100% financed by ROA47. Translation of trade facilitation tool kit to Arab. Total funds used USD 127,117.

APPENDIX 3 – SURVEY APPLIED TO PARTICIPANTS

Evaluation of the United Nations Development Account project:
“Interregional partnership for promoting trade as an engine for growth through knowledge management and information and communications technology”

SURVEY FOR PARTICIPANTS OF SEMINARS AND WORKSHOPS

A. GENERAL INFORMATION:

The following questions are for the purpose of determining the types of respondents from whom we receive questionnaires. The evaluators will not use your responses to identify you or your affiliation.

1. Name of seminar respondent participated in:

[Name of the seminar that the beneficiary has participated in.]

2. Select the country where you work:

3. Indicate whether you work in the private or the public sector:

Private Public

4. Please provide a brief description of your position.

5. Indicate how many years of professional experience you have?

One - Five Six – Ten Ten – Fifteen More than fifteen

6. How was the topic of this seminar related to your work?

B. CAPACITY BUILDING

7. Did your knowledge on the subject matter increase as a result of this seminar?

Significantly Partially Marginally Not relevant

8. How well do you think this specific seminar contributed to accomplish the following objectives? (Rate only those objectives you consider relevant to the seminar in which you participated).

Ratings: 1 (Very poor), 2 (Poor), 3 (Fair), 4 (Good), 5 (Very good)

1 2 3 4 5

- a) Development of training programs on trade facilitation established in your country. For example directed to trade negotiators
- b) Capacity building for SMEs on trade facilitation
- c) Design and implementation of trade facilitation policies at national and regional levels
- d) Improve capabilities to implement multilateral and regional trade agreements that better reflect the interest of your country
- e) Provision of tools necessary to build policy coherence in trade facilitation
- f) Increased adoption by your government of recommendations, standards and norms for electronic business elaborated by UNECE, WCO and WTO

Please provide any additional Comments that would support the ratings provided above:

C. SHARING OF INFORMATION

9. Did the seminar enable you to learn from the experiences of other countries in areas related to trade facilitation?

Significantly Partially Marginally Not relevant

10. How well do you think this specific seminar contributed to accomplish the following objectives? (Rate only those objectives you consider relevant to the seminar in which you participated).

Ratings: 1 (Very poor), 2 (Poor), 3 (Fair), 4 (Good), 5 (Very good)

1 2 3 4 5

- a) Sharing knowledge on problems and best practices in the various countries and regions on trade facilitation
- b) Policies or private sector initiatives to develop linkages between SMEs and global supply chains
- c) Greater use of knowledge management and information and communications technologies (ICT) in trade facilitation and supply chain management.
- d) Greater use of national and regional networks to share good practices and adopt common positions on trade facilitation measures

Please provide any additional Comments that would support the ratings provided above:

D. DEVELOPMENT OF NETWORKS AMONG PARTICIPANTS

11. Was the seminar helpful to develop networks and / or develop a common position regarding trade facilitation?

Significantly Partially Marginally Not relevant

12. Can you mention one or more Networks in which you participated during or after the delivery of the seminar you attended?

13. How well do you think this specific seminar contributed to accomplish the following objectives? (Rate only those objectives you consider relevant to the seminar in which you participated).

Ratings: 1 (Very poor), 2 (Poor), 3 (Fair), 4 (Good), 5 (Very good)

1 2 3 4 5

- a) Greater participation of SMEs in global supply networks
- b) Greater use of national and regional networks to share good practices and adopt common positions on trade facilitation measures

Please provide any additional Comments that would support the ratings provided above:

E. KNOWLEDGE MANAGEMENT & ICT

14. Did the seminar help you to learn more about Knowledge Management (KM) and Information / Communication Tools (ICT) related to trade facilitation and/or supply chain management?

Significantly Partially Marginally Not relevant

15. Can you mention one or more KM or ICT tools that were provided or demonstrated to you in the seminar you attended that you have used in your work?

F. EFFICIENCY OF PROCESSES AND DELIVERY

16. Compared to other international seminars you have attended, how would you rate the design, planning and implementation of the seminar where you participated?

Ratings: 1 (Very poor), 2 (Poor), 3 (Fair), 4 (Good), 5 (Very good)

1 2 3 4 5

- a) Design
- b) Planning
- c) Implementation

17. In your perspective, what part of the seminar worked according to expectation? Please mention one or more areas where you think the work done was outstanding.

18. In your perspective, what could have been done better in terms of designing, planning and implementing this seminar?

19. How would you rate the seminar in terms of the following aspects?

Ratings: 1 (Very poor), 2 (Poor), 3 (Fair), 4 (Good), 5 (Very good)

1 2 3 4 5

- a) Relevant topics
- b) Innovative ideas
- c) Well informed Speakers
- d) Interaction with other participants and development of contacts
- e) Quality and relevance of material and documents
- f) Organization, Logistics

G. OVERALL EVALUATION

20. Can you identify areas where the seminar has improved your ability to perform your work?

21. Can you point to decisions or actions taken by you, your unit or your government that have been influenced by this seminar?

22. Overall, how would you rate this seminar?

Highly Successful Successful Partly successful Unsuccessful

23. Can you identify three things you would have liked to change concerning this seminar?

24. Can you identify three things you would like to keep concerning similar seminars in the future?

25. Please provide any additional comments you might have on the seminar

Thank you once again for taking the time to complete this questionnaire!

Your input is very valuable for this exercise!

APPENDIX 4 – LIST OF INTERVIEWS

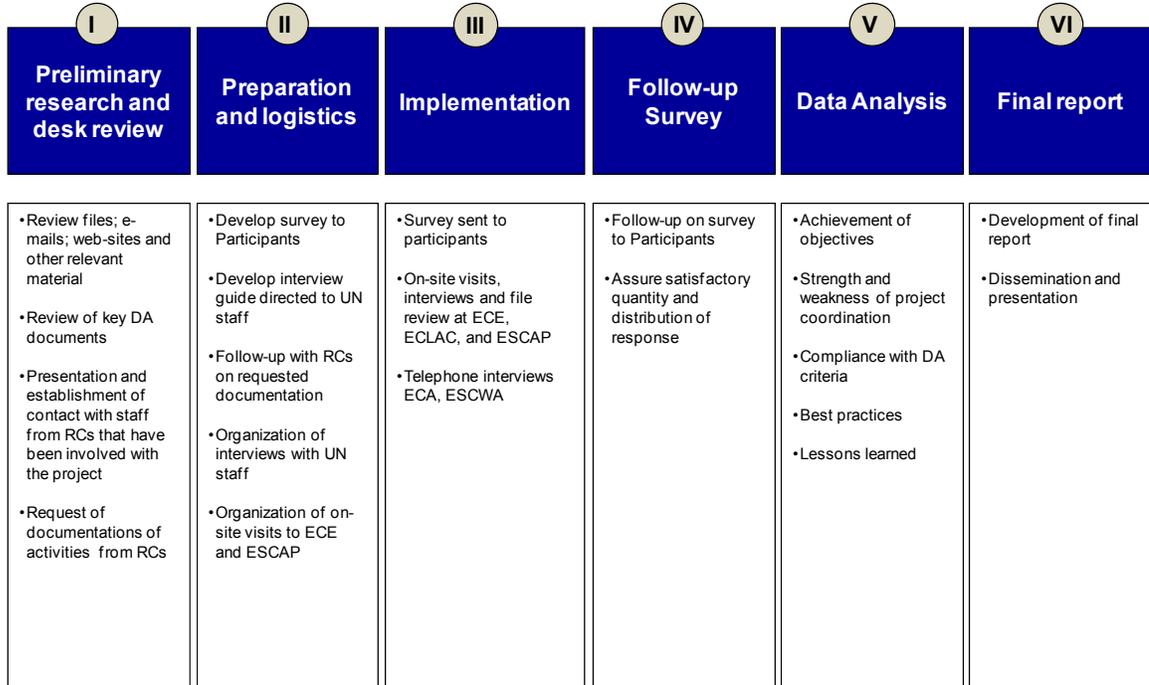
Interviews were made with 25 UN staff as listed below:

- Apostolov, Mario** – Regional Adviser, Trade and Timber Division, ECE
- Bin, Peng** - Economic Affairs Officer, Trade Facilitation Section, Trade and Investment Division, ESCAP, have participated in seminars organized under ROA47.
- Bismark Sitorous** – Officer, Trade Facilitation Section, UNCTAD
- Bodendorf, Iris** - Program officer, Program, Planning and Operations Division, ECLAC (Presently in UN New York)
- Butterly, Tom** - Chief, Global Trade Solutions Section, Trade and Timber Division, ECE
- Cai, Cai** - Programme Management Officer for ROA-47, Programme Management Division, ESCAP, formerly involved in ROA47
- Chiang, Chia Yin** - Program officer, Program, Planning and Operations Division, ECLAC
- Cho, Sam** - Chief, Private Sector Development Section, GPAD, ECA
- Cram-Martos, Virginia** – Director, Trade and Timber Division, ECE
- Echeverria, Myriam** - Computer Information Systems Assistant, Division of International Trade and Intergration, ECLAC
- Haddad, Naela** - First Economic Affairs Officer, Trade and WTO Issues Team, Economic Development and Globalization Division, ESCWA
- Hamoudeh, Majed** - First Economic Affairs Officer, Trade and WTO Issues Team, Economic Development and Globalization Division, ESCWA
- Hoffman, Jan** – Chief, Trade Facilitation Section, UNCTAD
- Jaimurzina, Azhar** – Economic Affairs Officer – Transport Division, ECE
- Kuwayama, Mikio** - Chief, Economic Affairs Officer, Division of International Trade and Integration, ECLAC
- Lisinge, Robert Tama** - Trade and Transport Facilitation Specialist, ECA, project coordinator
- Louzet, Emanuel** – Regional Adviser, ECA Liaison office, Geneva, ECA
- Majdalan, Roula** - Chief Technical Cooperation Section, Programme Planning and Technical Cooperation Division, ESCWA
- Mattos, Jose Carlos** - Economic Affairs Officer, Division of International Trade and Integration, ECLAC
- Misovicova, Maria** - Economic Affairs Officer, Trade Facilitation Section, Trade and Investment Division, ESCAP, Coordinator for ROA47 for ESCAP during the past 5 years. Also, worked for the ROA-47 in ECE in Geneva
- Ouedraogo, Ben Idrissa** - Economic Affairs Officer, Trade, Finance and Economic Development Division, UNECA
- Pak, Jian** - Coordinator ROA47, Associate economic affairs officer, Trade and WTO issues Team, Economic Development and Globalization Division, ESCWA
- Pikart, Markus** – Economics Affairs Officer, Global Trade Solutions Branch, Trade and Timber Division, ECE, project leader for ROA-47 at ECE
- Vepsalainen, Mika** - Secretary to the UN Centre for Trade Facilitation and Electronic Business (CEFACT), ECE
- Zengpei, Xuan** - Director, ICT and Disaster Risk Reduction Division, formerly Director for Trade Division during ROA47 implementation, ESCAP

In addition, interviews were held with 21 Beneficiaries and Resources persons of ROA47 seminars; especially in the ESCAP region where impact was deemed particularly successful.

APPENDIX 5 – EVALUATION PLAN

The evaluation has followed a six-step plan over 16 weeks as described below:



APPENDIX 6 – COMMENTS ON SURVEY OF SEMINAR PARTICIPANTS

The survey has been sent to beneficiaries in seminars that took place in 2007 and 2008, given that it will be difficult for participants to remember from earlier years, i.e. 2005 and 2006. It is important to note that the seminars organized by ECE, which were all completed in 2006, are therefore not reflected in the surveys, but in selected interviews. Beneficiaries refer to participants from beneficiary member states, not total participants (i.e. it excludes participants from international organizations, including the UN, development banks, private sector or embassy representatives or consultants from developed countries, and other similar participants that cannot be seen as beneficiaries.)

178 surveys were distributed to the beneficiaries with valid e-mail address for the seminars organized in 2007 and 2008. 59 responses were received, which shows to a response rate of 33%. 36 countries, i.e. 59%, of countries participating in the seminars 2007 and 2008 responded to the survey.

This response rate is appropriate for this kind of study; therefore the results of the survey are relevant for the evaluation. This particularly holds true when the answers show a pattern and even more when the answers are consistent with interviews performed.

Is important to note that in some cases, beneficiaries from the same unit in a given country have sent one answer that represents the opinion of the group. While this introduces a small statistical distortion, it also underestimates the response rate of the survey.

Responses for the Latin American region has been the highest with a response rate of over 50%, followed by the Asian region with a response rate of higher than 30%, and a similar rate for the ECA Addis Ababa seminar in 2007. Western Asia (ESCWA region) showed the lowest response rate, as well as an ECA Study tour to the Port of Djibouti in May 2008. The years of experience of respondents were in 70% of the cases more than 10 years, and only in 12% less than 5 years.

The table below summarizes how many beneficiaries participated in each seminar and how many surveys have been sent and received. 283 beneficiaries participated in the seminars 2007 and 2008. 55 of those were not listed with e-mail addresses in the List of Participants. This was particularly the case for the ESCWA Cairo seminar 11-12 July 2007 and the Port of Djibouti study tour May 2008, which together stand for 60% of the cases where the e-mail addresses were not listed. In addition, there were 45 cases of delivery failures (likely wrong or changed e-mail address). 5 did no longer work in institution or organization and could not be located. In sum, there were 178 beneficiaries with valid e-mail address.

Responses from seminars in early 2007 shows as expected to lower response rate due to the time lapsed since the event, and, although these responses have been included in the overall analysis of the survey, they have not been included in the analysis of individual seminars because it is difficult to draw any conclusions from beneficiaries for those specific events. This is the case for ESCAP Bangkok 23-24 April 2007 seminar and the ESCWA Cairo 11-12 July 2007 seminar.

Two reminders were sent in cases where there were few responses, with a week interim period for each. This was particularly the case for the two seminars mentioned above, as well as the ESCWA Amman seminar 14-15 November 2007 and the ECA Port of Djibouti May 2008 seminar. Efforts were made to reach respondents by telephone and by fax, and ECA and ESCWA assisted in an attempt to increase the response.

	SEMINARS	Total beneficiaries	No e-mails	Receiver unknown - Delivery failure	Other*	New total	Total surveys received	% received
ESCAP	Lao 6-7 Dec 07	30	7	2		21	7	33%
	Bangkok 10-14 Dec 07*	56	1	15		40	14	35%
	Bangkok 23-24 April 07	22	2	3	1	16	2	13%
ECLAC	Santiago 4-5 Dec 07	19	1	2		16	10	63%
	Mexico/CEFACT 7-11 Apr 08	10		0		10	5	50%
ECA	Addis Ababa 18-19 June 07	30	2	5		23	9	39%
	Port of Djibouti May 08	40	18	5	4	13	4	31%
ESCWA	Cairo 11-12 July 07	33	9	5		19	2	11%
	Amman 14-15 Nov 07	43	15	8		20	6	30%
TOTAL		283	55	45	5	178	59	33%

*Do not work in institution or organization anymore, or did not participate in seminar

NOTE: "Beneficiaries" refers to participants from beneficiary member states, not total participants (i.e. it excludes participants from international organizations, development banks, private sector representatives for developed world and other similar participants that cannot be seen as beneficiaries.)

ECLAC seminars provided e-mails and accurate contact information for largely all participants and show few delivery failures, and are also the region with the highest response rate for surveys. For evaluation purposes this shows to the importance of providing complete contact details in the List of Participants, which has an impact on the response level.

Going forward it is recommended that the List of Participants for seminars and workshops include to the extent possible the following information: Name, Title, and Institution, Work e-mail, Alternative e-mail if work e-mail does not apply, and Work telephone.

APPENDIX 7 – RECORD KEEPING

As can be seen in the table below the review show to uneven record keeping. These records could not be located or were not submitted during the evaluation process: 2 Lists of Participants could not be located or were not submitted during the evaluation process; 1 Program could not be located. Surveys were not applied in 11 of the seminars and in 6 of the seminars Summary and Conclusion documents could not be located or were not found, produced or submitted during the evaluation process.

	ECA	ECE	ECLAC	ESCAP	ESCWA	TOTAL # SEMINARS
List of Participants	2	4	3	4	5	18
Program	3	4	3	5	4	19
Summary and Conclusions	2	2	3	3	4	14
Survey distributed at Seminars	0	1	3	3	2	9
TOTAL # SEMINARS	3	4	3	5	5	20

Missing documentation as follows:

ECA

For seminar 10 March 2005, only the program was available. *ECA suggest that surveys were applied to this and other seminars.*

ECE

No summary and conclusion documents were submitted for seminar 3-5 May 2006 and 12-13 June 2006, in the time frame provided. No surveys were applied for those seminars as well as for seminars 20-22 June 2005 and 16-17 October 2006.

ESCAP

No surveys for seminar 23-24 April 2007, and survey for seminar 17-18 March 2005 was submitted upon completion of the evaluation. For the two first seminars mentioned, no summary and conclusion documents were located. In the first seminar of 2005, no List of Participants was submitted in the timeframe provided.

ESCWA

For the seminar May 2005, program, summary and conclusion document and survey were not located. Summary and conclusion documents have not been provided in English for seminars 19-20 June 2006 and 6-7 November 2006. Survey was not applied or submitted for seminar 11-12 July 2007. A survey was applied in the global forum 14-15 November 2007, but was thereafter lost. It has to be noted that the unstable security situation in Lebanon during the project and subsequent evacuation of UN staff has caused some of the loss of documentation.

APPENDIX 8 – LIST OF SEMINARS OF ROA47

In the following pages, a content review of the twenty seminars organized under the ROA47 project in terms of content, participants and countries, distribution private-public sector, available documentation, and other relevant comments, are presented:

SEMINARS ORGANISED UNDER ROA47

ECA

Regional Capacity Building Workshop For The African Group On Trade Facilitation, Technical Aspects of GATT Articles V, VIII and X in Relation to the Doha Work Programme, Geneva, 10 March 2005

Workshop on the use of Information and Communications Technology (ICT) by Small and Medium Sized Enterprises (SMEs) for Trade Facilitation and on best practices in the development of e-Tools for Trade Facilitation, Addis Ababa, Ethiopia, 18-19 June 2007

Study tour to the port of Djibouti and Workshop on National and Regional Trade Facilitation Committees, 5-6 May 2008

ECE

Global forum: Third executive forum on trade facilitation, Geneva 20-22 June 2005

UN/CEFACT Symposium on Single Window Standards and Interoperability, Geneva, 3-5 May 2006

Capacity-building workshop in Chisinau, Republic of Moldova, 12-13 June 2006

International Conference on Trade Facilitation, Moscow, Russian Federation, 16-17 October 2006

ECLAC

Trade Facilitation in Latin America: current state and perspectives, Santiago, Chile, 29-30 November, 2005

Trade Facilitation: Uses and instruments in support of Small and Medium Enterprises, Santiago, 4-5 December 2007

UN/CEFACT forum in Latin America, Mexico City, Mexico, 7-11 April 2008

ESCAP

Capacity building workshop on Trade Facilitation Implementation in Asia and the Pacific, Malaysia, 17-18 March 2005³⁸

Seminar on “Trade Facilitation for SPECA countries, Dushanbe, Tajikistan, 12-13 December 2006

SPECA-ASEAN Capacity Building Workshop on Trade Facilitation UNeDocs – a step towards electronic trade documentation Bangkok, Thailand, 23-24 April 2007

High-level expert meeting on reducing poverty by promoting industrial development through trade facilitation, Vientiane, Lao PDR, 6-7 December 2007

Workshop and technical training on UN electronic documents for Single Window Facilities in Asia and the Pacific, Bangkok, Thailand, 10-14 December 2007

ESCWA

Sponsored “Symposium on Single Window Standards and Interoperability”, May 2005

Regional seminar on “Trade Facilitation for National Negotiators”, Beirut, 19-20 June 2006

Workshop on Trade Facilitation for small and middle sized enterprises, Beirut, 6-7 November 2006

Capacity Building Workshop on Trade Facilitation through the application of Single Window, Cairo, Egypt, 11-12 July 2007

Global Forum: Inter-Regional Forum: Trade Facilitation and Regional Trade Agreements (RTA), Amman, Jordan, 14-15 November 2007

³⁸ As noted in the final project report.

APPENDIX 9

PROJECT OUTPUTS – NETWORKS, TOOLS AND OTHER OUTPUTS

a) Networks

As can be seen in the figure below, regional networks such as the Pan African Alliance for E-Commerce and the Asian UN next network have recently been launched. The establishment of UN next was agreed in the Workshop on UNeDocs for Single Window Facilities in Bangkok, 10-14 December 2007.

The support to ESCAP initiative to establish APNET was given in the Lao seminar of 6-7 December 2007. It was recommended that costs should be covered by resources provided by donors, but it has not been possible so far to generate funding for this initiative.

A network of CIS WTO negotiators on trade facilitation was established in the framework of ECE capacity building seminar in Moldova 12-13 June 2006 and is still being very active. This is a network developed under an informal structure. Regarding the Pan African Alliance, a consultant was contracted by ECA to prepare the statutes, by-laws and related documents necessary for the creation of the Alliance.

In ECLAC and ESCWA regions, no networks have been created under the framework of the project, although ECLAC attempted to create a network in 2005, which was unsuccessful.

Few active networks as a result of the project

Networks	
ECA	<ul style="list-style-type: none"> ▶ Launch of Pan African Alliance on e-commerce 12-13 March 2009, based on Asian model. Prepared by consultant.
ECE	<ul style="list-style-type: none"> ▶ Establishment of a network of CIS WTO negotiators (still active)
ECLAC	<ul style="list-style-type: none"> ▶ No networks created
ESCAP	<ul style="list-style-type: none"> ▶ Development of a regional UN network of experts launched 24-25 March 2009 (still under construction), core experts defined. ▶ Proposal to establish the Asia Pacific Network of Efficient Trade (APNET) (funding not yet received)
ESCWA	<ul style="list-style-type: none"> ▶ No networks created

b) Tools

ROA 47 generated concrete albeit heterogeneous tools – each region understood the priorities differently

Concrete outputs generated under the framework of project seminars are summarized in the figure below. As can be seen, some concrete outputs have been produced such as the Roadmap to Paperless Trade document; a UN trade facilitation tool kit and forms repository, which has also been translated to Arabic; and a document on the use of ICT in Africa. As well, ECA produced a case study on trade facilitation on SMEs in Kenya, and ECE produced an English-Russian glossary on trade facilitation terms. In the case of ECLAC, a web-portal has been established to address Latin American users, although usage level has not been verified.

Tools	
ECA	<ul style="list-style-type: none"> ▶ Case study on deficiencies in use of ICT for TF in Africa ▶ Kenya case study on trade facilitation and SMEs
ECE	<ul style="list-style-type: none"> ▶ Trade facilitation toolkit developed ▶ Roadmap for Paperless Trade document produced ▶ English-Russian glossary on trade facilitation terms
ECLAC	<ul style="list-style-type: none"> ▶ Establishment of web-portal addressing Latin American users
ESCAP	<ul style="list-style-type: none"> ▶ UN trade facilitation tool kit and forms repository
ESCWA	<ul style="list-style-type: none"> ▶ Trade facilitation toolkit translated to Arabic

However, the extent to which this tool has been used cannot be assessed in this evaluation study. As was mentioned above, more than 50% participating in the survey fail to point to one tool mentioned or demonstrated during the seminar. Still, for example, the roadmap for paperless trade was produced in 2006 and distributed in the global forum to more than 300 participants, outlining step-by-step what needs to be done to move towards paperless trade independent of the advancement of the country. The usage of this document cannot be assessed in this evaluation, but it is still used by ECE and distributed in seminars. It is worth noting that the English-Russian glossary on trade facilitation is the first of its kind. ECA case study on Kenya was presented in one of the ROA47 seminars and was well received according to UN staff. The study on ICT deficiencies has also been used and has been submitted to the ECA African Trade Policy Center, which will gradually be the focal point for trade facilitation at ECA.

c) Other

In ECE organized seminars in 2006, further outputs relate to stakeholder's support to a Legal Framework for International Trade Single Windows and Recommendations on Guidelines on Single Window Data Harmonization (Recommendations 35 and 34), as well as the development of UNeDocs, within the framework of UN/CEFACT.

Both recommendations were discussed at length at the 14th UN/CEFACT Forum in Rome in April 2009, and work is still to be done before approval. UNeDocs is presently in the state of halt during review by the UN/CEFACT bureau in order to streamline the work so as to avoid misunderstanding from the market.

In the case of ECLAC, Colombia's participation in UN/CEFACT forum in Mexico 7-11 April 2008, organized by ECLAC, contributed to it's membership in UN/CEFACT. In addition, a draft memorandum has been produced to explore the role of the Latin American and Caribbean Economic System (SELA) - a regional intergovernmental organization that groups 27 Latin American and Caribbean countries – to act as focal point in Latin America, in cooperation with ECLAC, for the capacity building and promotion of international standards in the area of trade facilitation. The Memorandum is still at draft stage.

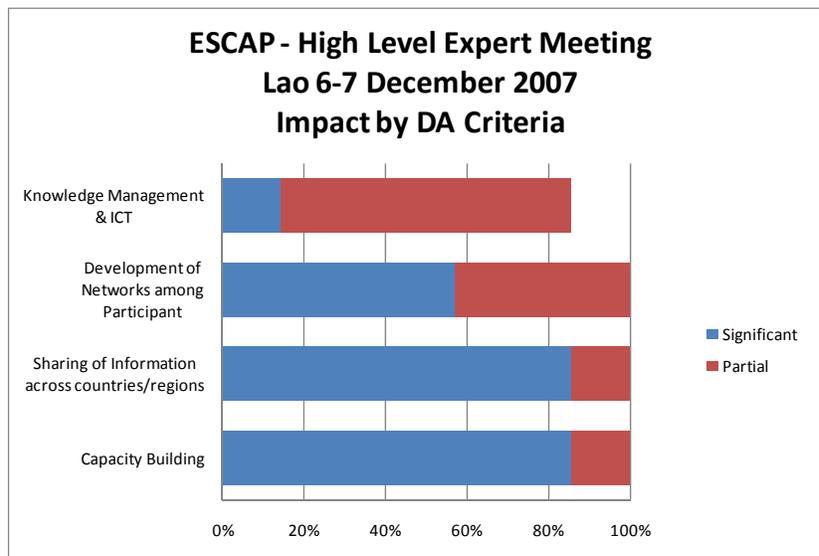
APPENDIX 10 – BENEFICIARIES’ FEEDBACK BY SEMINAR

In the following pages a brief evaluation of each of the seminars based on the surveys applied to the beneficiaries is presented. It excludes cases where insufficient data was available.

ESCAP HIGH LEVEL EXPERT MEETING LAO 6-7 DEC 2007:

The ESCAP seminar in Lao received one of the highest overall ratings, including one of the highest ratings for achievement of objectives with an 80% achievement on most objectives. Only on objectives related to SMEs were achievements rated lower, given that this was not the focus of the seminar. Self-evaluations by ESCAP staff on organization and execution show good ratings.

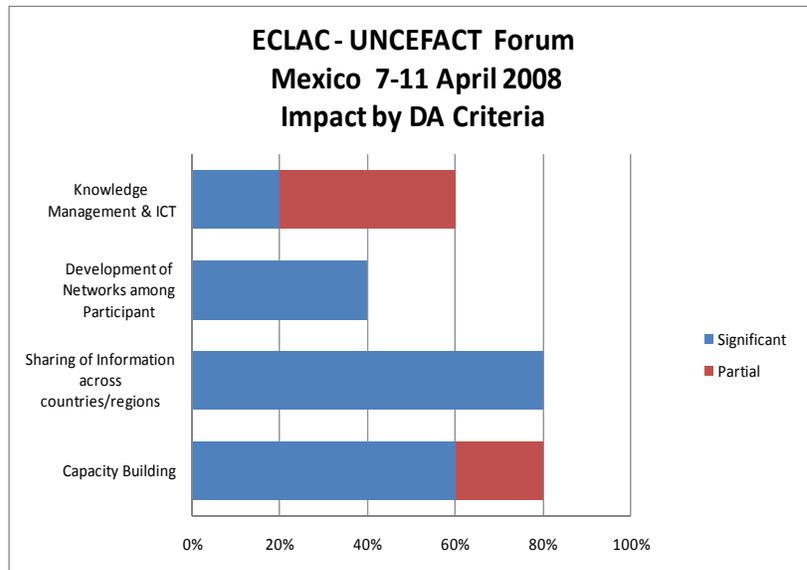
As can be seen in the graph below, in terms of impact by Development Account criteria, it was highly rated in terms of capacity building, sharing of information and development of networks by participants, and somewhat less on to which extent the seminar contributed to learning more about Knowledge Management (KM) and Information / Communication Tools (ICT) related to trade facilitation and/or supply chain management.



ECLAC UNCEFACT FORUM, MEXICO 7-11 APRIL 2008:

Similar to the seminar in Lao above, the ECLAC organized invitations to a group of Latin American countries to participate in the UN/CEFACT Forum in Mexico 7-11 April 2007, received high ratings. The same as in the case of the Lao seminar, achievements of objectives were highly rated, except for specially those related to SMEs.

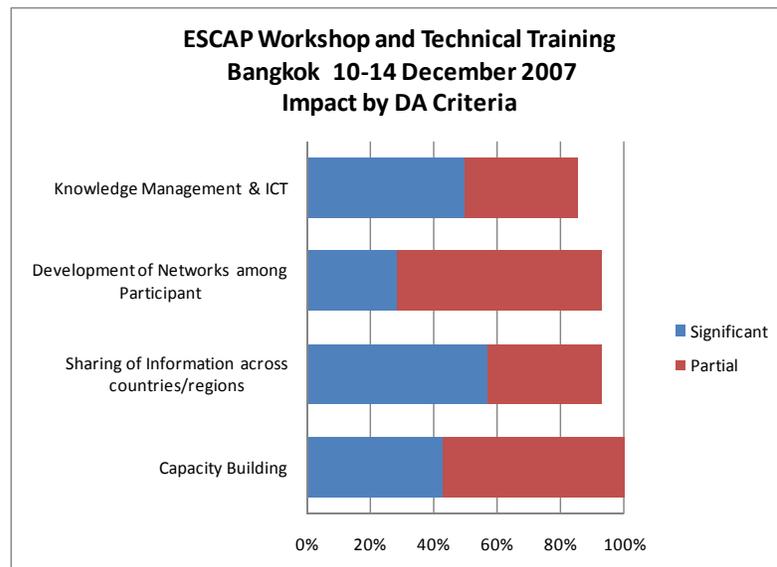
In terms of impact by Development Account criteria, sharing of information and capacity building was highly rated by the Latin American participants, some who were participating in a forum of this size for the first time, while networking and Knowledge Management (KM) and Information / Communication Tools (ICT) related to trade facilitation and/or supply chain management were less rated for those participants.



ESCAP WORKSHOP AND TECHNICAL TRAINING 10-14 DECEMBER 2007:

This seminar was rated Highly Successful and Successful by close to 80% of beneficiaries. In terms of achievement of objectives the results show, as would be expected given the aim of the seminar, a higher rating on greater use of knowledge management and ICT in trade facilitation supply chain management and in adoption of standards and tools for electronic business.

In terms of impact by Development Account criteria, all criteria were highly rated by the participants.

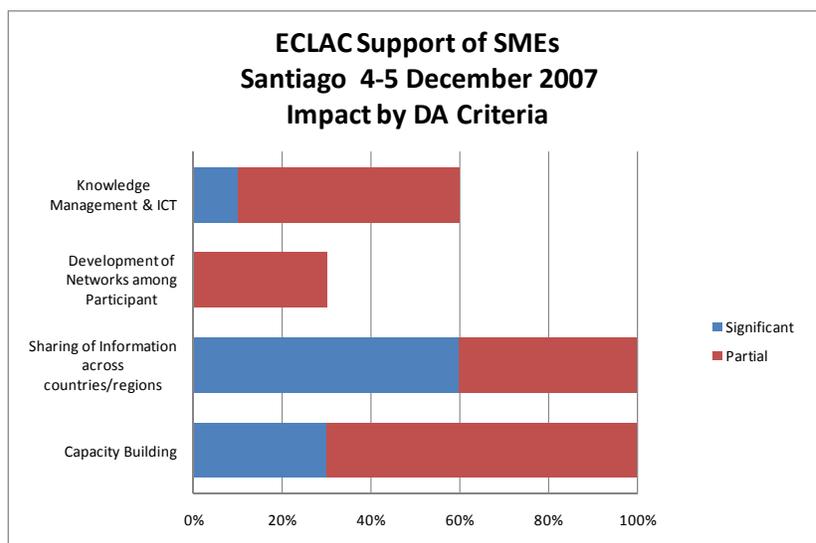


ECLAC SUPPORT OF SMES SEMNAR 4-5 DECEMBER 2007:

As can be seen in the chart below, the ECLAC seminar on SMEs shows to mixed results with a partly successful rating of 50%. Although participants were positive to the event and expressed

a wish to attend similar seminars, there was a perception that the focus was too broad, and wishes were expressed to have experts at a higher level and more participants. The achievements of objectives related specially to SMEs, which was the focus of the seminar, were only in 45% of the cases rated Fair, Good or better.

At the same time, the Development Account criteria were rated well in terms of sharing of information and capacity building, although less so on development of network and knowledge management and ICT.

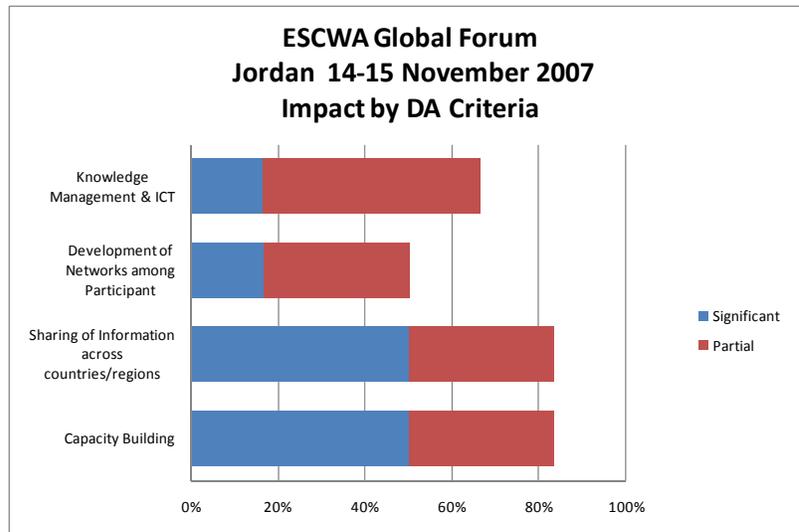


Nevertheless, a positive outcome of the seminar is that the web-page related to this seminar is the ninth most visited page of the ECLAC International Trade and Integration Division, with 1573 downloads of presentations only in March 2009, and 28,000 downloads since December 2007. This demonstrates an interest from the market, as well as a continued connection with SMEs beyond the seminar itself.

ESCWA GLOBAL FORUM AMMAN, JORDAN, 14-15 NOVEMBER 2007:

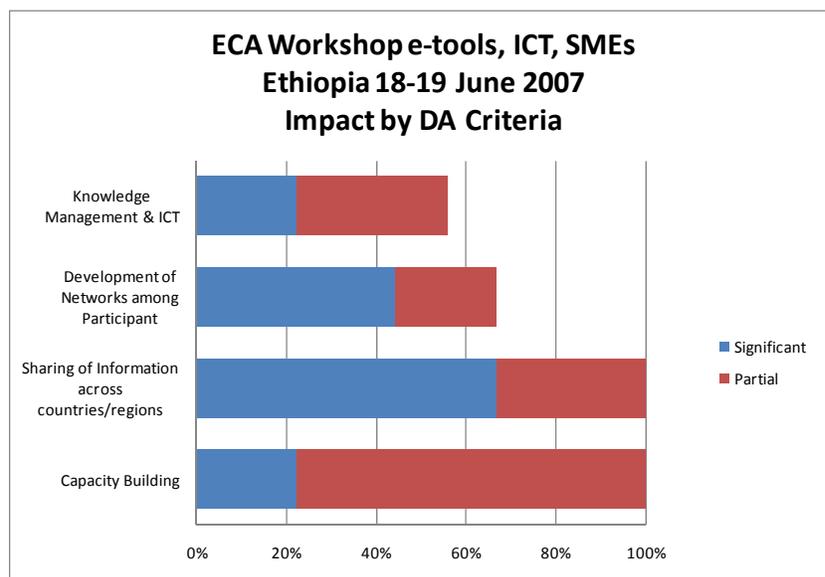
The ESCWA Global Forum was rated successful in 80% of the cases. Achievements of objectives were highly rated except for the case of objectives related to SMEs. The objectives of greater use of knowledge management and ICT in trade facilitation and supply chain management was rated Fair, Good or Very good in only 45% of the cases. Implementation was fairly rated.

In terms of impact by Development Account criteria, we see in the table below, similar to what has been mentioned above, good ratings on capacity building and sharing of information and some partial success in development of network and knowledge management and ICT.



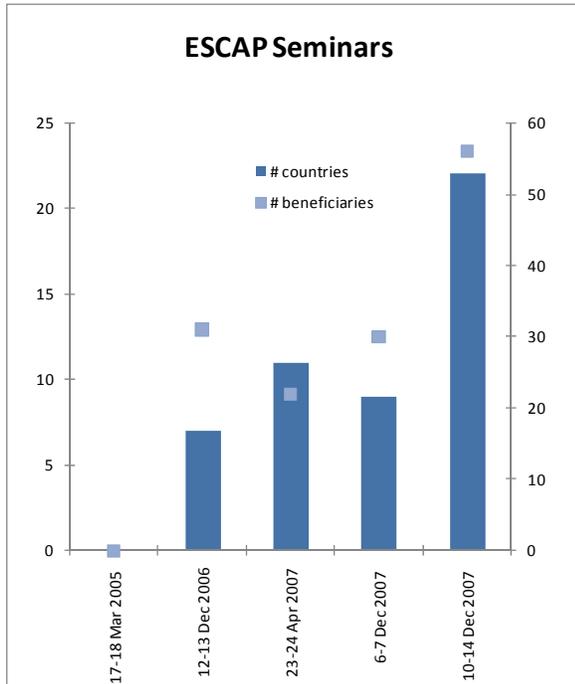
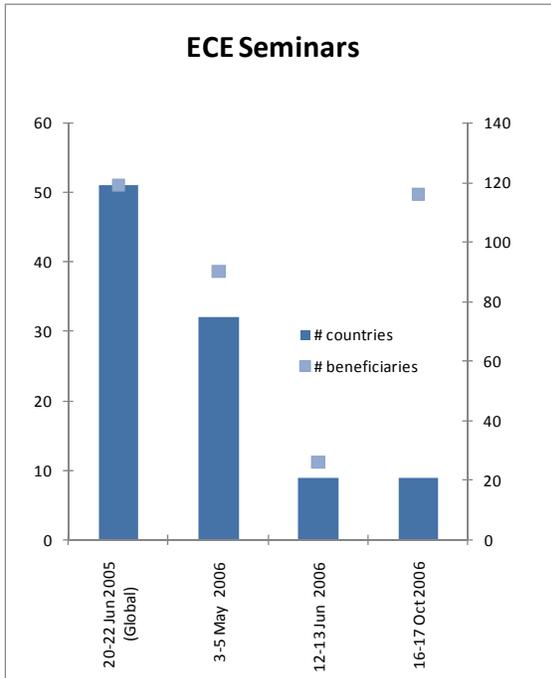
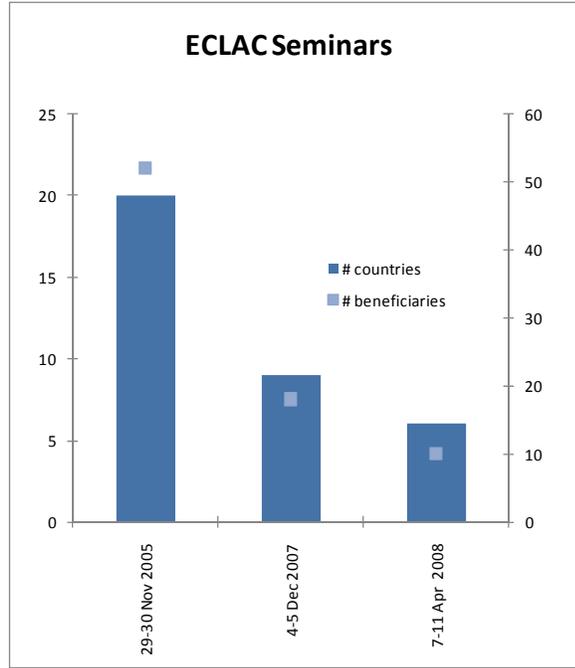
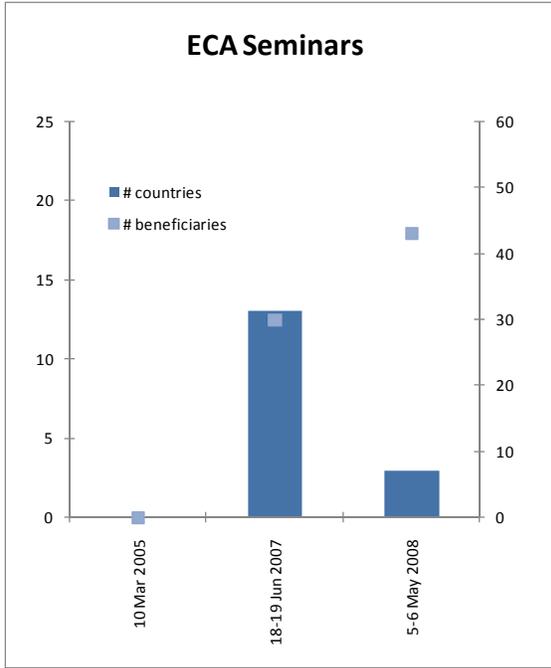
ECA WORKSHOP E-TOOLS, ICT, SMES, ETHIOPIA 18-19 JUNE 2007:

The ECA workshop in Ethiopia has been very highly rated. The achievements of objectives have been well rated, although with lower ratings for objectives related to SMEs in spite of the fact that this was one of the key topics of the seminar. In terms of impact by Development Account criteria, we see in the table below, the same as for some of the seminars above, that the ratings related to development of networks and knowledge management and ICT are not as highly rated.



APPENDIX 11 – COVERAGE BY SEMINAR

The results in terms of seminars and beneficiaries for each region are illustrated in the charts below. The left scale relates to the number of countries present in each seminar, while the right scale relates to the number of beneficiaries present in each seminar. ECA and ESCAP seminars that appear with zero beneficiaries correspond to particular situations with no information available.



APPENDIX 12 – COMPLETION OF PLANNED ACTIVITIES

Content of seminars³⁹

It is important to note that not all activities were performed in the substantial areas as planned. The project document defined that the 15 workshops were to be executed in three areas for each of the five regional commissions:

- Improve understanding and capabilities of national negotiators
- Promote SME participation in global supply chains trade
- Increase the implementation by member countries of recommendations, standards and e-tools for trade facilitation.

There were more seminars implemented than originally planned

However, as can be seen in the two tables below, ECE and ESCAP did not execute seminars related to promoting SMEs participation in global supply chains trade and ECLAC did not execute a seminar focusing on improving the understanding and capabilities of national negotiators. In addition, ECA and ESCWA organized seminars with a slightly different focus.

To some extent, this could indicate that the RCs executed seminars/workshops focusing on the needs of their regions at the time of execution, not necessarily based on what had been defined in the original project document: ECA considered it more useful to apply the activity to trade facilitation and transport, particularly focusing on the Port of Djibouti; ECLAC, while noting the fact that few Latin American countries were sufficiently aware of the key role played by UN/CEFACT; saw it as an opportunity to invite a group of countries to the UN/CEFACT Forum in Mexico 7-11 April 2008 rather than organizing a seminar for national negotiators, in particular given the delays in the Doha round; ESCAP and ECE considered it more useful to focus on standards and tools in trade facilitation, due to limited resources and the need to focus on areas where they believed they could contribute more. In the ESCWA region, there was initially a stronger need to focus on a more general introduction to trade facilitation concept in the region, which was the case in the seminar of 18-19 June 2006.

Seminars - Compliance with pre-defined content

Seminars	Improve understanding and Capabilities of National Negotiators	Standards and e-tools for trade facilitation	Promote SME participation in global supply chains trade	Other
ECA	1		1	1
ECE	1	3		
ECLAC		2	1	
ESCAP	2	3		
ESCWA	1	2	1	1
TOTAL (ACTUAL)	5	10	3	2
TOTAL (EXPECTED)	5	5	5	0

In general the content of the seminars evolved mostly around issues related to coordination and standardization of processes related to trade facilitation

³⁹ See Appendix 3

In general, as can be seen in the table below, broadly four content areas were covered in the seminars that included more than 200 power point presentations in total: *Trade agreements* (WTO/Doha Round, regional agreements and trade negotiations); *Coordination and Standardization* (Single Windows and regional networks); *Technology* (Cross border data Exchange; Paperless Trade; UNeDocs; and Technology & International supply chains); and *issues and challenges related to SMEs*. Most of the seminars focused on Coordination and Standardization; particularly sharing knowledge about Single Windows. This, in combination with a stronger technical focus related to cross border data exchange, UNeDocs, paperless trade etc.

Seminars – Content Review

REGION	SEMINAR	TRADE AGREEMENTS	COORDINATION & STANDARIZATION	TECHNOLOGY	SMEs
		WTO/Doha Regional Agreements Trade Negotiation	Single Windows Regional Networks	Cross Border Data Exchange, Paperless Trade; UNeDocs; Technology & Int. supply chains	ICT Issues & challenges
ECA	10 March 2005 18-19 June 2007 5-6 May 2008	√			√
ECE	20-22 June 2005 (Global) 3-5 May 2006 12-13 June 2006 16-17 October 2006	√	√	√	
ECLAC	29-30 November 2005 4-5 December 2007 7-11 April 2008		√	√	√
ESCAP	17-18 March 2005 12-13 December 2006 23-24 April 2007 6-7 December 2007 10-14 December 2007	√	√	√	
ESCWA	May 2005 18-19 June 2006 6-7 November 2006 11-12 July 2007 14-15 Nov 2007 (Global)	√	√		√

As has been mentioned above, the activities defined in the project documents, included two global forums, 15 seminars and workshops; the establishment of a web-portal; the realization of survey of member states to identify ICT deficiencies; and 3 coordination meetings.

As can be seen in the Table below, various activities were produced but did not comply fully with the defined outputs. While the two global forums were executed, the electronic web-forum was not created and the survey on ICT deficiencies was performed only by ECA. Funds from the project were used for 3 more workshops than planned.

Activities were not in line with plan – particularly missing the web-forum

Completion of Activities

Seminars	# Global forums	# Workshops	Establishment of web-forum	Survey on ICT deficiencies	# Coordination meetings
ECA		3		1	
ECE	1	3			2
ECLAC		3			
ESCAP		5			
ESCWA	1	4			1
TOTAL (ACTUAL)	2	18	0	1	3
TOTAL (EXPECTED)	2	15	1	5	3

Two workshops organized by ESCAP in April and December 2007 under the framework of the ROA47 project, were not stated in the final project document of ROA47, but were added in this evaluation report.

APPENDIX 13 – SELECED COMMENTS FROM SEMINAR BENEFICIAIRES

Seminar	Selected Comments about impact
Workshop and technical training on UN electronic documents for Single Window Facilities in Asia and the Pacific, Bangkok, Thailand, 10-14 December 2007	“We studied carefully the system implemented and standards used by other countries and upgraded our system in conform with our country’s context”
Workshop and technical training on UN electronic documents for Single Window Facilities in Asia and the Pacific, Bangkok, Thailand, 10-14 December 2007	“The awareness of UNeDocs has increased”
High-level expert meeting on reducing poverty by promoting industrial development through trade facilitation, Vientiane, Lao PDR, 6-7 December 2007	“National Trade and Transport Facilitation Committee (NTTFC) has been further strengthened including key stakeholders and has been made financially sustainable”
UN/CEFACT forum in Latin America, Mexico City, Mexico, 7-11 April 2008	“Inside our institution, we have looked for ways to meet international standards in terms of documents and processes”
UN/CEFACT forum in Latin America, Mexico City, Mexico, 7-11 April 2008	“We have persuaded our regional partners in the region to adopt the relevant IT platforms for trade facilitation”
Capacity Building Workshop on Trade Facilitation through the application of Single Window, Cairo, Egypt, 11-12 July 2007	“A committee for Trade Facilitation consisting of relevant authorities has been established”
Workshop on Best practices in the development of e-Tools for Trade Facilitation; Information and Communications Technology (ICT) by Small and Medium Sized Enterprises (SMEs) for Trade Facilitation, Addis Ababa, Ethiopia, 18-19 June 2007	“Increased momentum to automate selected manual processes”
Workshop on Best practices in the development of e-Tools for Trade Facilitation; Information and Communications Technology (ICT) by Small and Medium Sized Enterprises (SMEs) for Trade Facilitation, Addis Ababa, Ethiopia, 18-19 June 2007	“Case studies presented were useful to prepare training materials to increase awareness of stakeholders in preparation for the call for proposals for incubator projects”

APPENDIX 14 – SELF-ASSESSMENT ON RCs COORDINATION

In the self-evaluation of RC performance, the table below shows a good or excellent rating of the performance of the project by all RCs, except for ECLAC who rates their performance Fair on commitment, compliance with project work plan, and overall performance. ECE gives a fair rating on compliance with work plan.

SELF-EVALUATION RATINGS OF REGIONAL COMMISSION				
Performance evaluation				
How would you rate [name of RC] performance on the following?				
<i>Preparing and monitoring assignments under the project (not rated by ESCAP)</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
	ECA, ECE, ECLAC, ESCWA			
<i>Level of commitment during design and implementation (not rated by ESCAP)</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
ECA, ESCWA	ECE	ECLAC		
<i>Quality of outputs (not rated by ECE)</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
ESCAP	ECA, ECLAC, ESCWA			
<i>Organization and execution of tasks</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
ESCAP	ECA, ECE, ECLAC, ESCWA			
<i>Compliance with project work plan (not rated by ESCAP)</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
ESCWA	ECA	ECE, ECLAC		
<i>Coordination with the other RCs</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
ESCWA	ECA, ECE, ECLAC, ESCAP			
<i>Overall performance</i>				
Excellent	Good	Fair	Marginal	Unsatisfactory
	ECA, ECE, ESCAP, ESCWA	ECLAC		