

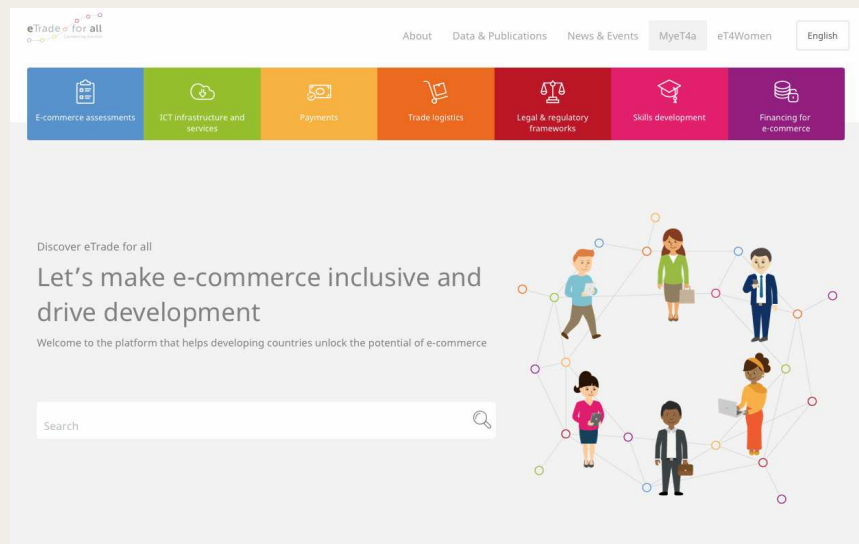
Independent evaluation eTrade for all

Presentation of
evaluation results







*Prepared for the Permanent Mission of Finland by Achim Engelhardt.
Lotus M&E Group, Geneva. October 2019*

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Methodology

	Green: Strong achievement across the board. Stands out as an area of good practice where projects are making a significant positive contribution. Score 76 to 100 out of 100
	Green/amber: Satisfactory achievement in most areas, but partial achievement in others. An area where projects are making a positive contribution but could do more. Score 51 to 75 out of 100
	Amber/red: Unsatisfactory achievement in most areas, with some positive elements. An area where improvements are required for projects to make a positive contribution. Score 26-50 out of 100
	Red: Poor achievement across most areas, with urgent remedial action required in some. An area where projects are failing to make a positive contribution. Score: 0-25 out of 100

Evaluation's scoring approach

- Data collection: Document review, on-line survey, telephone interviews, personal interviews in Geneva, theory of change validation meeting with project team
- Sample size: Stakeholders from all 30 organizations constituting the partnership, complemented by seven private sector partners and all eight donors
- Evaluation coverage: $n = 32$:

$n=32$:

- Seven donor representatives (representing six out of the eight donors)
- 24% response rate to survey: 10 stakeholders
- 15 stakeholders from 10 out of the 15 organisations contacted for telephone interviews
- Sex disaggregation: 7 female, 15 male, 10 n/a

Summary



UNCTAD eTrade for all



External evaluation



- ✓ Evaluation period: May to July 2019
- ✓ Independent evaluation consultant



30 partners

Including: World Bank, World Trade Organization, Universal Postal Union, International Trade Center and World Economic Forum



0,5m

Investment
Government of Finland
01/2017 - 12/ 2018



32

Stakeholders
consulted in evaluation

6 evaluation tools used including on-line survey and interviews in Geneva

Purpose: review project design, project management

& PERFORMANCE

Results



Stakeholder satisfaction with UNCTAD's leading role: 88% high to very high ratings



Web-platform users 45%
from non-OECD countries



Partners: up from 14 founding
members in 2016 to 30 in 2019,
75% with regular contributions



Project spin-off: eT
Ready and eTrade for
Women

Quote:

"Thanks to eTrade for all, International Geneva finally takes e-commerce seriously."
"UNCTAD lacks the financial and human resources to properly lead and develop the project on a sustainable basis".

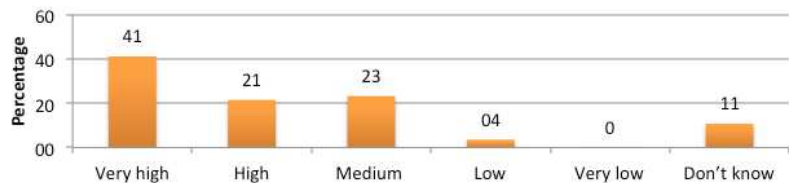
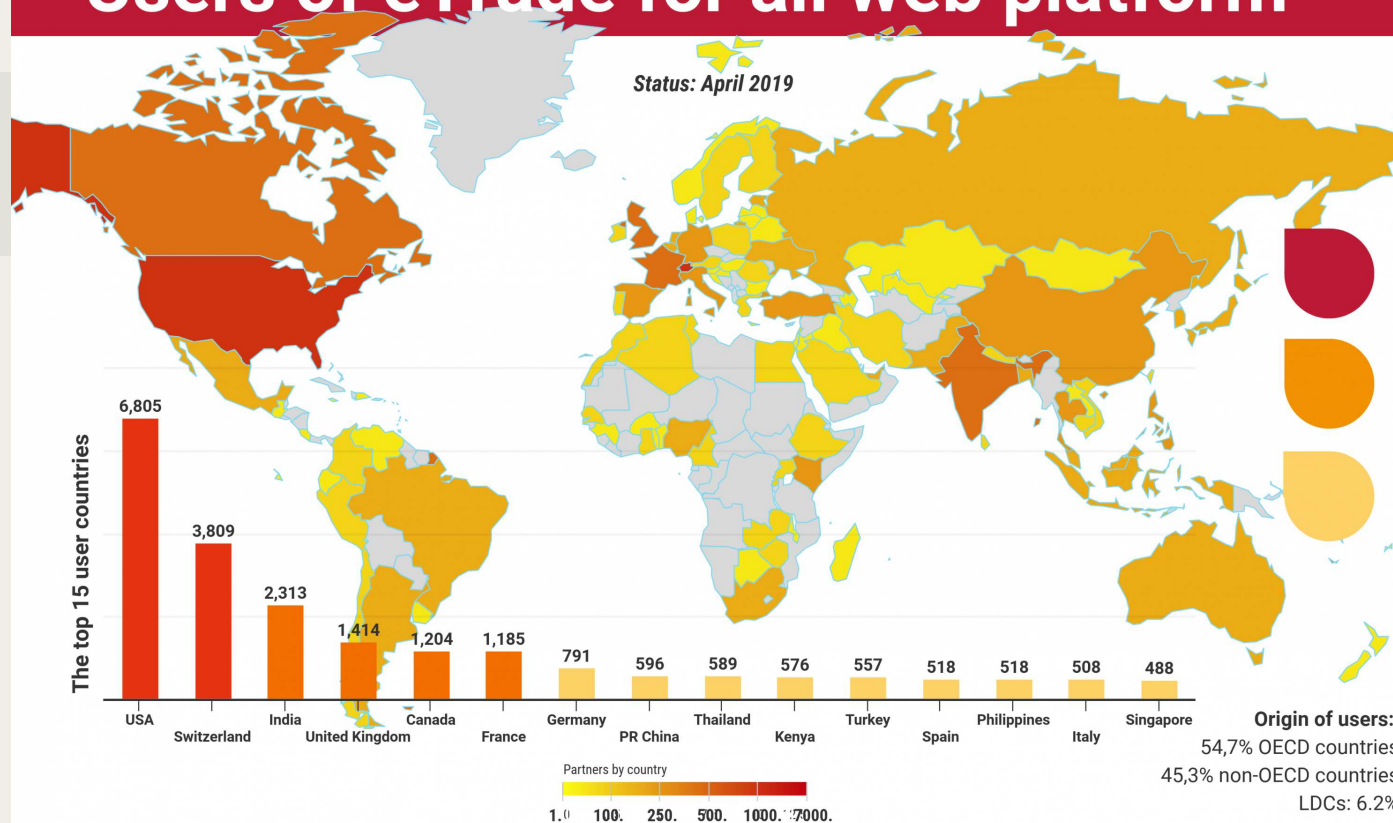


Rating: 94%

Relevance

- Project is clearly mandated by the 2016 Nairobi Mafikiano;
- Relevance for Member States needs is high;
- Relevance for project stakeholders reached 62% high to very high ratings;
- The project's Theory of Change is largely valid.

Users of eTrade for all web platform



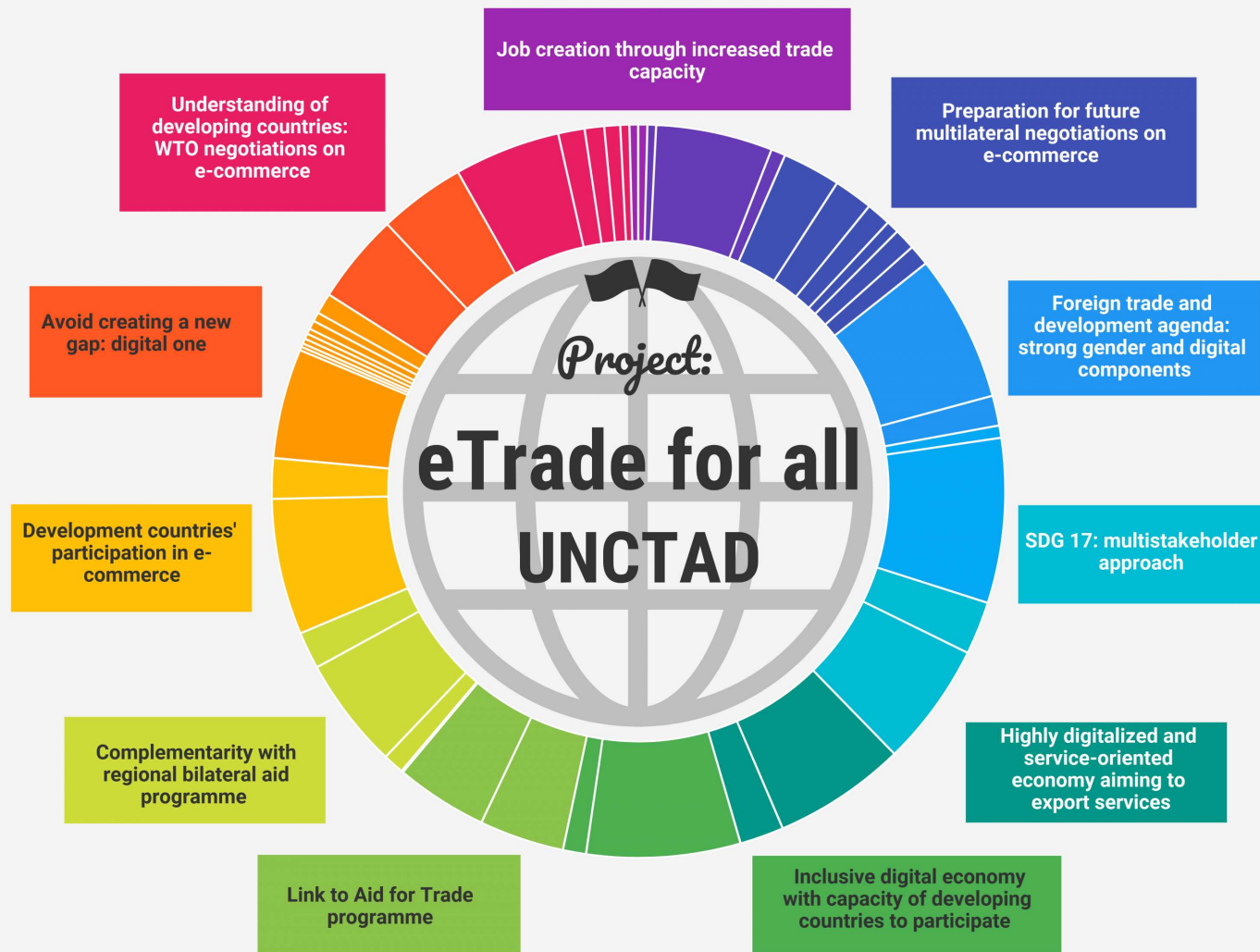
The project shows very high relevance and is doing the right thing.

Stakeholder perspective



Rating: 94%

Relevance



Donor perspective

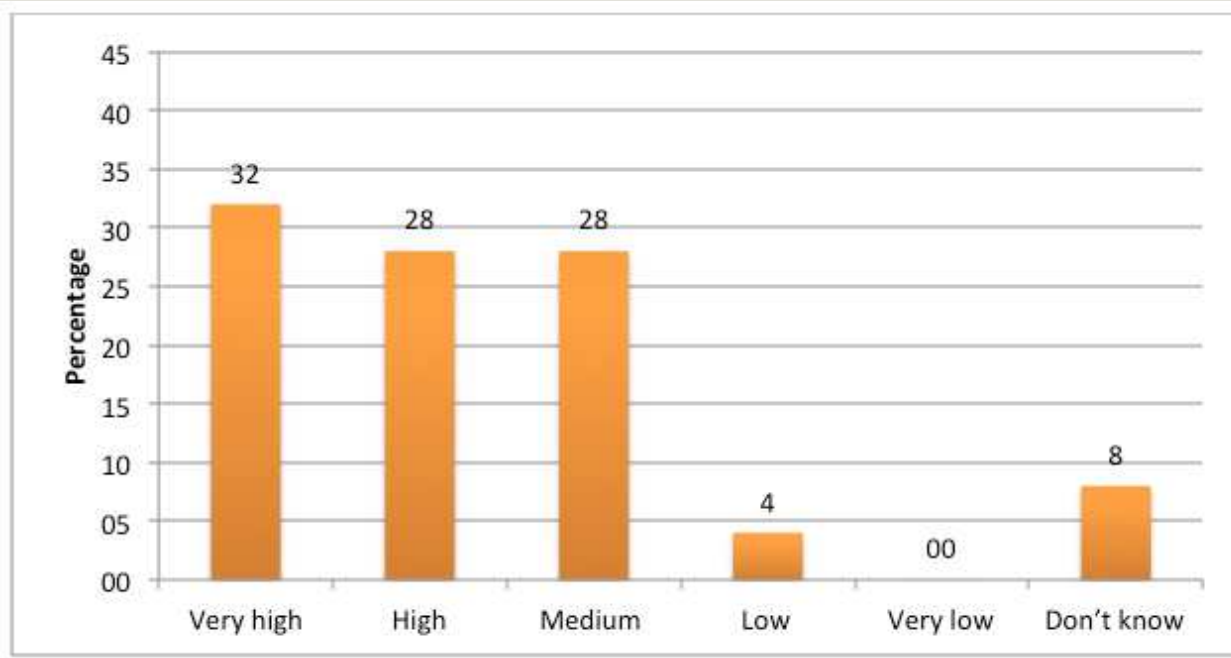


Rating: 94%

Efficiency

The project used resources appropriately.

- The multi-stakeholder approach: highly appropriate for project implementation
- The quality of monitoring modalities is high; linked to UNCTAD's E-commerce and Digital Economy Programme contains a fully-fledged M&E framework of outstanding comprehensiveness and quality. However, the M&E framework not yet fully used due to underfunding of the programme.
- Internal UNCTAD resources strongly enrich the project: e-commerce weeks, e-readiness assessments and eTrade for women network
- Use of external cooperation: 60% of stakeholders participating in the evaluation rated the project's facilitation function as high to very high

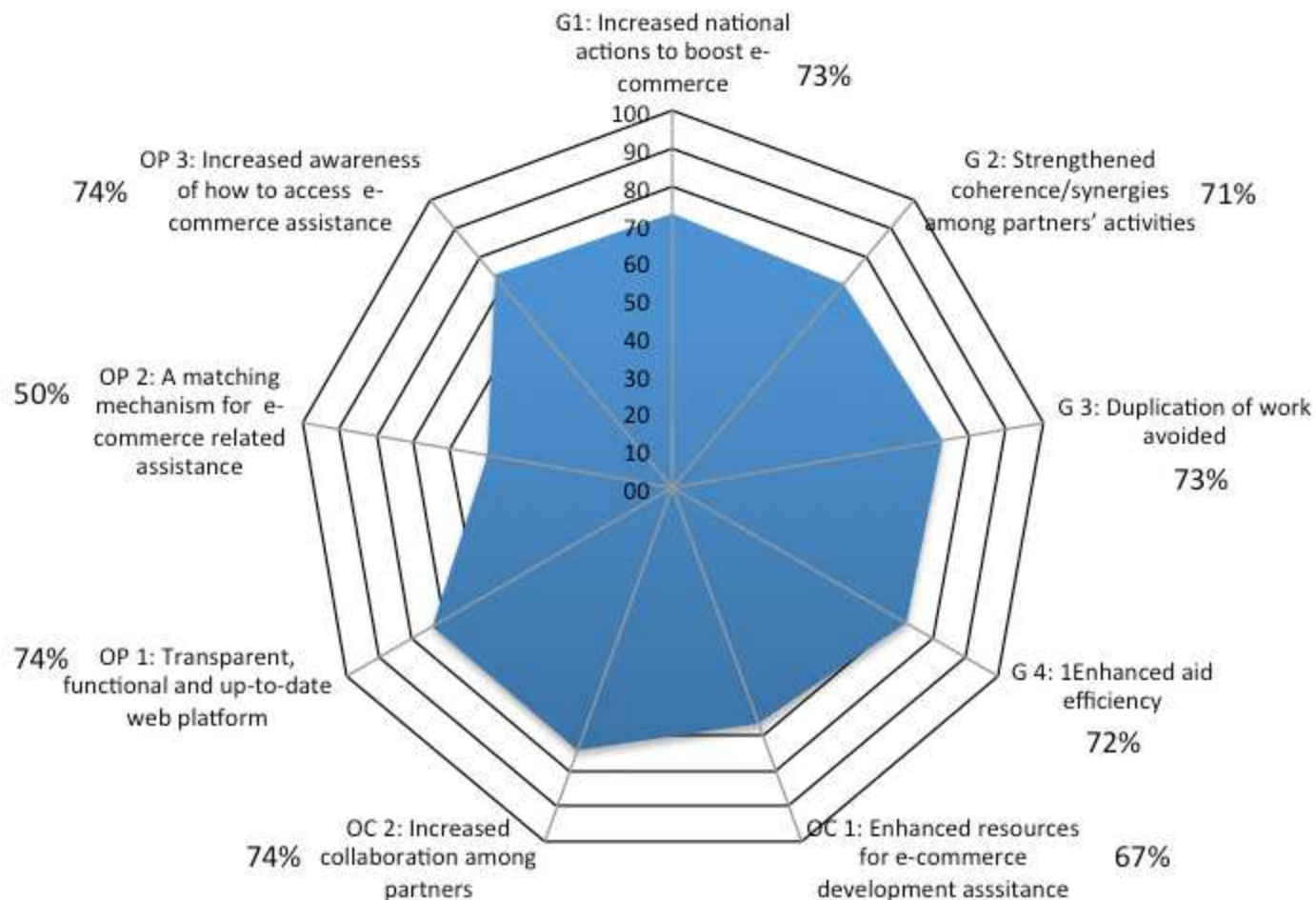


Project's facilitation function



Rating: 83%

Effectiveness





Rating: 83%

Effectiveness

eTrade for all web-platform

Stakeholder feedback (2019)

"It does its job. It looks good. It is updated. An honest effort to get information uploaded".

"The country profiles with useful indicators serve as a benchmark. This helps us compare to other countries".

"The web-platform is quite simple, user-friendly with information on a wide variety of topics. It allows speedy access to solutions".

"Is a repository rather than consistent editorial effort".

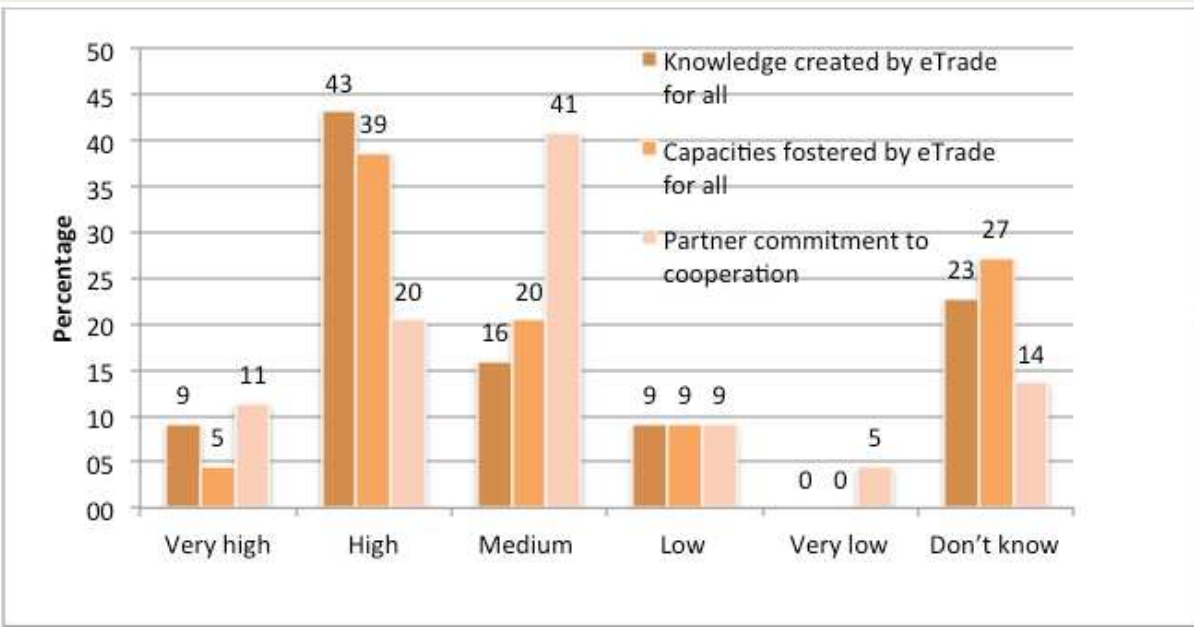
"Some of the information on the web-platform looks more like promotional material from partners. A better quality control is required".

"The web-platform works as long it is updated. What about its sustainability?"



Rating: 56%

Sustainability



The evaluation finds uneven results concerning the sustainability of the project with significant risks for its financial sustainability.

- Knowledge created: 52% high to very high ratings
- Capacities fostered: 44% high to very high ratings
- Partner commitment to cooperation: 31% high to very high ratings and 41% medium ratings
- Among many donors there is a perceived long-term mistrust in UNCTAD due to some of its traditionally more radical views. This affects the financial sustainability of the project. While donors appreciate programmatic approaches in UNCTAD, they are reluctant to provide unearmarked, more flexible funding.

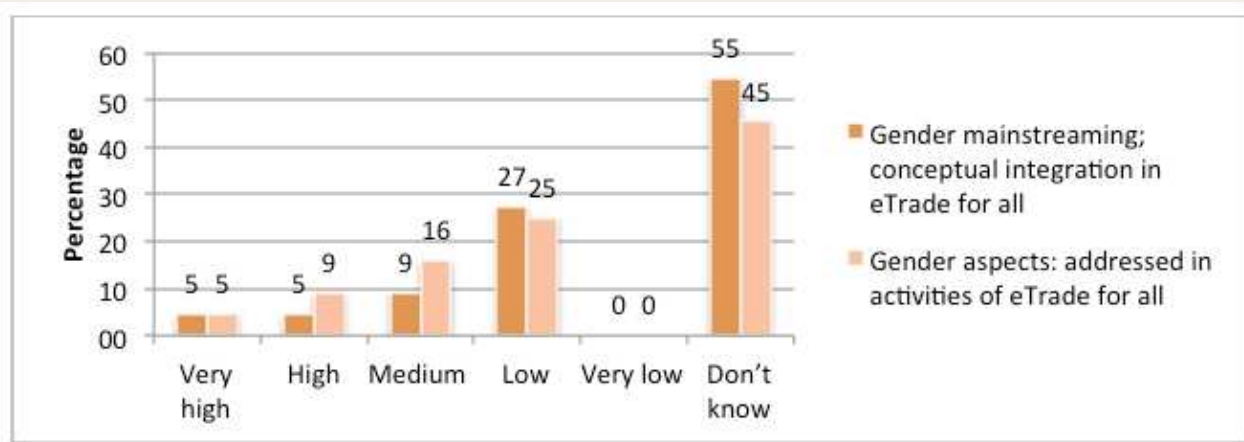


Rating: 50%

Gender and human rights

Gender aspects and equity considerations are less prominently addressed in the project

- Along the seven policy areas, the project team treats gender and statistics as cross cutting elements.
- Conceptually, eTrade for Women is the strongest link of the project to the women economic empowerment.



Project's gender lens



Rating: 67%

Partnerships

The project advanced in widening and deepening its partner base to varying degrees.

- Very satisfactory results in advancing partnership with international organizations such as the Geneva-based UN agencies.
- Progress made with regional development banks and civil society organisations, particularly the WEF.
- Partnerships with national agencies so far comprise one agency (Estonia)
- Partnership engagement model with the private sector failed following the collapse of the counterpart association.

Advancements of the partnership

Recommendations

Relevance

- R 1: Donors are encouraged to continue funding eTrade for all since it provides unique value added to ecommerce stakeholders.

Prioritization: very high: next 3- 6 months

- R 2: The project manager should expand outreach and make use of regional opportunities to reach out to more and relevant stakeholders in the member states.

Prioritization: medium: next 6 – 12 months

Recommendations

Efficiency

- R5: The project manager should revise the project budget so that funding proposals to donors more realistically reflect the resource requirements to meet the demands on such a project.

Prioritization: very high: next 3- 6 months

- R 6: The project manager should establish SMART milestones and targets for eTrade for all. Consultations with the partners might enhance the quality of that target-setting process.

Prioritization: medium: next 6 - 12 months

Recommendations

Effectiveness

- R 3: The project team should develop a strategy, together with project partners, for advancing on the output "a matching mechanism for e-commerce related assistance." More than one approach could be tested on a pilot basis.

Prioritization: high: next 6 months

- R 4: The Director of the Division on Technology and Logistics should share the results of this evaluation at director's level across UNCTAD with emphasis on the project's implementation approach (neutral stance, multi-stakeholder approach)

Prioritization: medium: next 6 – 12 months.

Sustainability

- R 7a. The Director of the Division on Technology and Logistics should establish a trust fund for the Ecommerce and Digital Economy Programme, comprising eTrade for all and its spin off projects, and encourage donors to contribute to this joint trust fund. Till the establishment of that trust fund an “overhead” budget line could be added to all spin off projects of eTrade for all as a means to contribute to the funding the platform.

Prioritization: very high: next 3- 6 months

- R 7b: The Director of the Division on Technology and Logistics should share the results of this evaluation and the mutual advantages of a more programmatic funding approach through a donor round table meeting building on the convening power and credibility build by the project. Prioritization: very high: next 3- 6 months
- R 8: The project team should address the project’s funding pipeline with partner’s during the next scheduled project event. Expectations should be carefully managed and further synergies explored

Recommendations

Gender and human rights

- R 9: The project team should include at least one gender indicator and one human rights indicator in the project logframe (complemented by SMART milestones and targets) and communicate this logframe revision to all project partners.

Prioritization: medium: next 6 – 12 months

Partnerships

- R 10: The project team should seek ways to establish formal partnerships with the private sector through a business association model rather than individual companies to maintain the project's neutrality.

Prioritization: high: next 6 months

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