
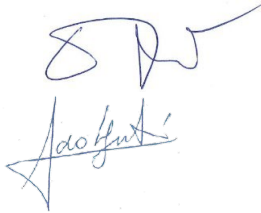
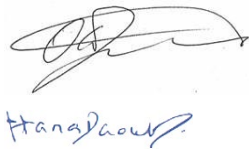


## MANAGEMENT RESPONSE

<b>Evaluation Title:</b>	Global Initiative towards post-Covid-19 resurgence of the MSME sector (UNDA project 2023W)		
<b>Period of Review:</b>	2020 - 2023		
<b>Date of Evaluation Report:</b>	30/04/2024		
<b>Approved by:</b>	Chief, PMU Nicolas Dath-Baron	Date	Signature
		05/06/2024	
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Evaluation Recommendation (a)	Management response (b) Accepted, partially accepted or rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe (e)	Resources required (Y or N) (f)
<p>Recommendation 1:</p> <p>1. (i) UNCTAD should further leverage the experience gained through the project to map out how components of the Entrepreneurship Policy Framework relate to and can be best positioned to support MSMEs in their recovery from different types of crises and (ii) DESA and the Regional Commissions should add their analysis of how their work can contribute towards the objective.</p> <p>2. UNCTAD, DESA and the Regional Commissions could build on the project to map their areas of intervention in support of the MSME sector, as well as capacities and knowledge on the implementation of the EPF components, including in a crisis context, and opportunities for broadening the uptake of EPF components at the regional level based on national needs. UNCTAD, DESA and the Regional</p>	Accepted	<p>Through existing and future UNDA projects and subject to the availability of funds and the potential for synergies with UNCTAD, DESA and the remaining regional commissions, UNECE will focus its actions on three key areas:</p> <p><i>Integration of evidence-based sectoral insights</i>, focused on the impact of trade disruptions and fluctuations in national, regional and global sustainable development for guiding the development of resilience strategies for MSMEs within the EPF.</p> <p><i>Capacity-building</i>: UNECE can help MSMEs implement the strategies outlined in the EPF through training on new technologies, sustainable trade practices to mitigate the effects of crises and capitalize on new market opportunities as they arise.</p> <p><i>Strengthening broad-based networks and partnerships</i>, which bring together national and local governments; UNECE sustainable trade expert communities, enterprise</p>	UNECE Economic Cooperation and Trade Division and Sustainable Energy Division	2 years	Yes

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Commissions could further consider identifying areas of joint interventions that would trigger complementarities and synergies between the agencies. This could involve collaborating on the development of capacities of all national and sub-national actors, i.e. Governments, MSMEs, other partners (e.g. Chamber of Commerce, Business Incubators, etc.) in line with United Nations Sustainable Development Cooperation Frameworks (SDCF) in respective countries; strengthening or contributing to facilitate access to finance for the MSMEs (including seed money, grants, access to credit, etc.); improving the coordination of MSMEs related policies across ministries; increasing interventions at the local level, such as by supporting NGOs or MSMEs outside of the main cities. The application of a human rights-based approach, gender responsiveness and		support organizations working with UNECE and MSMEs to support the practical application of the EPF.			

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inclusion of other vulnerable groups (LNOB) should be ensured.					
<p>Recommendation 2:</p> <p>UNCTAD should continue building on the momentum generated by the project to continue fostering knowledge exchanges and promoting the Entrepreneurship Policy Framework.</p> <p>UNCTAD, DESA and the Regional Commissions should identify means to more meaningfully continue to share good practices and lessons learned on the demand-driven support they provide to the MSME sector, including on areas such as green/circular economy; innovation policies and ecosystems; MSME formalization and strengthening MSME capacities for the empowerment and leadership of women, youth and groups in vulnerable situations. UNCTAD and the Regional Commissions could also</p>	Accepted	<p>Through existing and future UNDA projects and subject to the availability of funds and the potential for synergies with UNCTAD, DESA and the remaining regional commissions, UNECE's actions can be framed around the following activities:</p> <p><i>Facilitating knowledge exchange</i> by participating in, and possibly co-hosting national and regional events for discussing emerging issues and sharing national and regional experiences.</p> <p><i>Promoting best practices</i> by leveraging its extensive network and expertise to compile and disseminate case studies and success stories from its member states.</p> <p><i>Supporting national, regional and sector-specific initiatives</i> that align with the EPF, including contributing to the development of policies and programs that foster innovation, the transition to a circular</p>	UNECE Economic Cooperation and Trade Division and Sustainable Energy Division	2 years	Yes

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propose organizing regional events and/or a global conference to promote entrepreneurship policy and further advance the goals and impact of the Surge project. Furthermore, learnings from the experiences with the Surge about external partnerships should encourage UNCTAD to promote the EPF and entrepreneurship development to other UN agencies also engaged in this area (e.g. ILO, FAO, UN Women, etc.), to development banks, or to related initiatives such as the recent Global Accelerator on Jobs and Social Protection. UNCTAD could also consider joining and supporting events that promote the achievement of SDG 8.3 as an avenue to further promote the EPF.		economy, and enable MSMEs to integrate sustainability practices throughout their supply chains.			
Recommendation 3:  The DA-PMT should develop a clear framework for assessing the costs and benefits of implementing a global or					

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<p>inter-regional project versus regional projects.</p> <p>As a global crisis can affect regions and countries differently, global or joint projects should be developed only when there are clear benefits of joint implementation. Thus, a global or inter-regional vs. regional response would not be a priori decision, but a result of a clear assessment. A specific guideline or framework should be developed for this. Some of the assessment criteria could include the need or demand from member States for an integrated response; the range of common versus entity-specific activities and added value of complementary interventions (i.e. in terms of geographical coverage, reach of the target population, capacity, and/or coverage of multiple reinforcing technical areas, or networks and partnerships); capability to execute joint interventions (e.g. in terms of time, resources, logistics, and flexibility to</p>					

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<p>pivot interventions without bureaucratic procedures); coordination costs (which increase with the number of participating UN entities); project inception modalities and governance and knowledge management requirements to facilitate collaboration and knowledge sharing; scaling and sustainability plans; expected results of spreading resources versus concentrating on fewer countries; and so forth. The time taken to conduct such assessments will increase project coherence and effectiveness and facilitate the identification of the financial and human resources needed for project implementation. The network of DA Focal Points is a key existing asset for this assessment.</p>					
<p>Recommendation 4:  Implementing UN entities should ensure that they have a comprehensive Results Framework for the entire project as well as an</p>	Accepted	This guidance already exists for UNECE projects, whether funded from XB or UNDA. UNECE divisions will continue to apply and enrich in future projects.	UNECE Economic Cooperation and Trade Division and Sustainable Energy Division		

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<p>adequate monitoring plan, with indicators that are designed to support the ongoing monitoring.</p> <p>The results framework should have one objective and ideally have one outcome per cluster/workstream. The objective should state the intended goal of the project, describe the overall achievement targeted by the project, involving a process of change aimed at meeting the needs of identified beneficiaries, and reflect the overall funding available to the project. Each objective should include reference to the project's beneficiaries and its substantive focus. The objective should not attempt to explain the ways in which the project intends to achieve the objective (i.e. it should not include the word 'through' or describe the internal work of the UN using verbs such as 'support', 'facilitate' or 'contribute'). The outcomes (OCs) should describe the changes that are expected to occur as a result of the completion of outputs.</p>					



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The OCs should be achievable within the project's timeframe and budget, and should be specific enough to be measured by the associated indicators of achievement. The indicators of achievement (IAs) should provide measures for monitoring progress towards achieving the OCs and reporting on them after completion of the project. Every indicator needs to provide clearly defined baselines, units of measurement and targets, detailing the quantity, quality and timing of expected results. The monitoring, evaluation, accountability, and learning (MEAL) system should also be designed to capture HRBA, gender and LNOB aspects. In phased interventions or during project execution, any changes in the logframe if/when pivoting activities should be clearly explained to the wider team.					
Recommendation 5:	Accepted	This guidance already exists for UNECE projects, whether funded from XB or	UNECE Economic Cooperation and		

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<p>Implementing UN entities should ensure that sufficient resources are allocated to project coordination, technical collaboration, and partnership building.</p> <p>The absorption capacity of implementing entities can be challenged by crisis response projects which add to the planned programme of work. This is further compounded by projects that come with an extensive UN partnership and a global scope. Sufficient resources should be dedicated to global coordination and to building global partnerships with strategic stakeholders (e.g., UN organisations engaged in supporting the MSME sector; development banks). Capacities should also be directed to supporting technical collaboration and the staff implementing interventions, including towards synergy or liaison with the UNCTs. When designing the project, implementing UN entities should consider featuring</p>		UNDA. UNECE divisions will continue to apply and enrich in future projects.	Trade Division and Sustainable Energy Division		

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<p>coordination and partnership-building in the Theory of Change or logframe of the project. Tools to support continuous connections and knowledge exchange, and to ensure institutional memory should be part of the response package, such as a project website, SharePoint space for all team members, and a Yammer network or Teams channel. The integration of cross-cutting aspects (HRBA, gender responsiveness, LNOB) also requires expertise with sufficient and dedicated time and resources. Guidance could be development to project managers on how to do this.</p>					