

Annex 7: Evaluation Terms of Reference

Evaluation of the United Nations Development Account 12th tranche “Global Initiative towards post-Covid-19 resurgence of the MSME sector” (2023W)

TERMS OF REFERENCE

A. BACKGROUND

A1. ABOUT THE DEVELOPMENT ACCOUNT

The Development Account (DA) is a mechanism to fund capacity development projects of the 10 economic and social entities of the United Nations Secretariat, namely: the Department of Economic and Social Affairs (DESA), the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Project (UNEP), the United Nations Human Settlements Project (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC).

The DA provides capacity development support to developing countries in their implementation of the 2030 Agenda for Sustainable Development, as well as recommendations and decisions made in intergovernmental processes and relevant governing bodies. The DA-funded projects build on the mandates, individual technical capacities and comparative advantages of the respective implementing entities, while providing those mostly non-resident entities with the ability to operationalize their knowledge and know-how to deliver capacity development support at regional, sub-regional and country levels.

The Under-Secretary-General (USG) for Economic and Social Affairs is designated as the Project Manager of the Development Account with responsibility for overall coordination, programming, monitoring and evaluation, as well as for reporting to the intergovernmental bodies. The Project Manager is supported by the DA Steering Committee, who advises him/her on strategic policy and project-support matters.¹⁶⁶ The Project Manager is also supported by the DA Project Management Team (DA-PMT) located within the Capacity Development Programme Management Office (CDPMO) of DESA, which assists with all aspects of the management of the DA, in particular with regard to programming, monitoring, evaluation and reporting. DA-PMT also liaises with the DA Focal Points in the implementing entities, who are most often the head of the entity’s unit responsible for project planning, project management, capacity development or technical cooperation, on all aspects of the management of DA-funded projects.

In response to the COVID-19 crisis, the Development Account has funded five short-term joint projects to help developing countries alleviate the socio-economic impact of the pandemic, including the project on Global initiative towards post-COVID-19 resurgence of the MSME sector (2023W).

A2. ABOUT THE PROJECT

The COVID-19 crisis is plunging the global economy into a deep recession and micro, small and medium enterprises – which play a major role in emerging economies – are amongst the hardest hit. Trapped in economic stagnation due to large-scale lockdowns, millions of MSMEs have become the most vulnerable to COVID-19 within the private sector. Compared with large firms, small businesses have fewer resources and lower capacities to cope with the abrupt economic shocks economies are currently facing. With more than two-thirds of the global population employed by MSMEs, the unprecedented outbreak of the pandemic has vividly shown how tightly their activities are woven into the economic and social fabric of the world, as well as their critical role in social and economic resurgence.

The objective of the project is to develop and implement capacity-building tools for governments and micro, small and medium enterprises (MSMEs) to facilitate the resurgence and strengthen the resilience of MSMEs in developing countries and economies in transition. These capacity-building tools will seek to mitigate the

economic and social impact of the global COVID-19 crisis and to facilitate the contribution of MSMEs to the SDGs implementation.

The project was designed based on the request for assistance for MSMEs from more than 50 Member States, including countries in Latin America and the Caribbean, Asia and the Pacific, Africa, Europe and the Arab regions, as well as intergovernmental demands and resolutions on COVID-19.

The project is jointly implemented by UNCTAD, DESA, ECA, ECE, ECLAC, ESCAP and ESCWA, and builds upon the comparative advantages of the participating agencies to provide immediate advice, capacity-building and support to governments and MSMEs during the ongoing global pandemic. The project is structured in five clusters that address the most critical areas of the MSME recovery. Broadly, the roles and lead entities for each of the clusters and workstreams are as presented in the following table:

Table 1. Project clusters and leads

Project cluster/workstream	Lead agency
Overall coordination	UNCTAD
Project cluster/workstream 1 Entrepreneurship and business skills promotion	UNCTAD
Project cluster/workstream 2 Business facilitation/formalization	UNCTAD/DESA
Project cluster/workstream 3 Access to finance/financial literacy	ESCAP
Project cluster/workstream 4 Access to technology and innovation	UNECA
Project cluster/workstream 5 Access to markets	UNECE

The beneficiary countries cover different geographical regions, as shown in Annex 2. The expected outcomes, indicators of achievement, and outputs are presented in the project results framework (Annex 3). The project was developed and implemented under three phases. A new set of outputs was designed or added at each of the three phases of the project.

Under the three-phase approach, the project budget was approved by phase. In 2021, when the phase 3 budget was discussed, the Development Account faced a funding gap. To bridge the gap, in November of the same year, the five joint projects were requested to reduce their proposed phase 3 budget by 1 million USD, which led to the curtailment of certain planned activities. For this project, the budget was reduced by \$310,000.

Overall, a total of \$4,490,500 was allocated under this project. Concretely, UNCTAD received \$2,671,000, ECLAC received \$134,000, ESCAP received \$240,000, ECA received \$467,000, ECE received \$448,500, ESCWA received \$370,000 and DESA received \$160,000.

The project started its implementation in May 2020 and was scheduled to conclude on 31 March 2022, but received approval in February 2022 for an extension until 30 June 2022.

B. EVALUATION OBJECTIVES AND SCOPE

B1. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

The present evaluation will constitute a terminal evaluation of the Project. Terminal evaluations are mandatory for all DA-funded projects with a value above \$1 million. The evaluation will be largely guided by the UN Development Account Project Evaluation Guidelines, issued in October 2019 and the evaluation policies of the implementing entities, in particular, UNCTAD, which leads the evaluation.

The main purpose of the evaluation will be to support accountability for results, and to enable learning.

This terminal evaluation of the project has the following specific objectives:

- Assess the results and establish the link between achievements and activities of the intervention;

- Assess the response delivery and external coordination¹⁶⁷, including the extent of gender, human rights and disability mainstreaming; and
- Identify good practices and lessons learned from the project that could feed into and enhance the implementation of related interventions.

The primary intended users of the assessment are the management of the implementing entities. The evaluation will also provide accountability to project beneficiaries and member States. Furthermore, the evaluation will form a key input to the programme-level evaluation of the DA's response to COVID-19 to be initiated by the CDPMO/DESA. The programme-level evaluation will entail: a synthesis of the terminal evaluations of five COVID-19 joint DA projects, including this project; a review of relevant 10th and 11th tranche DA projects; and a programme-level assessment. The primary audiences of the programme-level evaluation will include the DA Steering Committee, the DA-Programme Management Team (DA-PMT), and the management of the implementing entities. The results of the programme-level evaluation will also be presented to the General Assembly, through the biennial progress report on the implementation of the DA. The evaluation will cover the duration of the project from May 2020 to 30 June 2022, covering all phases, clusters and activities.

B2. EVALUATION CRITERIA AND QUESTIONS

The evaluation will assess the Project's performance against the main criteria of relevance, efficiency, effectiveness, coherence, sustainability, gender, human rights and disability. In particular, the evaluation is expected to address a number of questions under the following criteria¹⁶⁸:

Table 2: Evaluation criteria and tentative questions

Relevance	1. To what extent was the project designed to target the new needs and priorities of participating countries as a result of COVID-19?
Relevance	2. To what extent was the project aligned with the COVID-19 socio-economic responses of the participating countries (e.g. COVID-19 Socio-Economic Response Plan)?
Efficiency	3. How well coordinated was the response among the entities implementing the joint project?
Efficiency	4. How did the three-phase budgeting and programming approaches impact the efficient delivery of the project?
Effectiveness	5. To what extent did the programme (Development Account) and project governance and management structures and processes enabled, or hindered, the effective implementation of the joint project and the achievement of its results?
Effectiveness	6. To what extent has the project contributed to the expected outcomes as enunciated in the project document?
Effectiveness	7. How did the response contribute to the participating country Governments' responses to COVID-19, especially in the area of MSME resurgence?
Effectiveness	8. What innovative approach or tool, if any, did the response use, and what were the outcomes and lessons learned from its application?
Sustainability	9. What measures were adopted to ensure that the outcomes of the response would continue after the project ended?
Coherence	10. To what extent was the project complementary to, and coordinated with, other work undertaken by the implementing entities?
Coherence	11. To what extent has the project been coordinated with, and complementary to, the response of other UN entities (Secretariat and non-Secretariat) to COVID-19 in delivering socio-economic support to Member States?
Gender, human rights and disability	12. To what extent were gender, human rights and disability perspectives integrated into the design and implementation of the project? What results can be identified from these actions?

C. EVALUATION APPROACH AND METHODOLOGY

The evaluation will be a transparent and participatory process involving the Project's implementing entities and key stakeholders. It will be conducted based on gender and human rights principles and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation.

The evaluation will apply a mixed-method design, including a combination of quantitative and qualitative analysis to inform findings. It is anticipated that travel of the evaluation team may take place in support of elaborating case study/ies, as well as to meet key project stakeholders in Geneva (UNCTAD and ECE). The selection of potential case study/ies and travel requirements will be developed as part of the inception report.

Following a preliminary documentation review and a limited number of inception meetings with the core project team, the Evaluation Team will develop an inception report for the evaluation, which will include the finalized overall scope and focus of the evaluation, evaluation questions and methodology, including information on data sources and collection, sampling, key indicators, stakeholder mapping, selection of case study/ies, survey design, and the evaluation timeline.

The tentative methodology for the evaluation is presented in Table 4.

Table 3: Tentative methodology for the assessment

<p>a. A desk review of Project documents, including documents/data related to:</p> <ul style="list-style-type: none">○ Project-level planning, implementation and results achievement, including but not limited to:<ul style="list-style-type: none">▪ Concept note, Phase 2 project proposal, and Phase 3 budget and outputs▪ Progress report for Phases 1 and 2 (both financial and substantive/narrative report)▪ Final report (both financial and substantive/narrative report)▪ Meeting minutes, including the minutes of the bi-weekly/monthly DA network meetings▪ Monitoring reports▪ Information on non-DA resources, financial and in-kind, brought in by the participating entities▪ Information on resources, financial and in-kind, contributed by partners/donors (including information requested under the "supplementary funding" section in the progress reports, which is often incomplete)▪ Beneficiary/user feedback collected, including, but not limited to, workshop survey results, user feedback on publications, advisory services, guidelines, methodology documents, etc.▪ Requests for assistance/services received▪ List of activities completed and details about each activity, including but not limited to:<ul style="list-style-type: none">▪ Agenda, participant lists (name, title, division/unit, organization, country, gender, email address), report and any outcomes document, for each workshop/meeting▪ Description of each advisory service, beneficiaries (including contact details of the contact persons) and any outputs/deliverables produced▪ List and description of tool(s), research papers, policy briefs, studies published and information on how each product was disseminated and/or used, list of recipients/users of the product (e.g., dissemination lists)▪ Documentation related to broader projects or sub-projects of the participating entities of which the Project or its component(s) has constituted an integral part or which are linked to and/or build upon/succeed the work undertaken as part of the Project▪ Documents and literature related to the Project context▪ Relevant web and social media metrics related to the outputs of the project;○ Project strategic documents, including but not limited to:<ul style="list-style-type: none">▪ General Assembly's Resolution on Global Solidarity to fight the coronavirus disease 2019 (COVID-19) (A/RES/74/270);

<ul style="list-style-type: none"> ▪ Secretary General's report on "Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19"; ▪ UN Framework for the immediate socio-economic response to COVID-19; ▪ 2021 Programme budget and mandate of implementing entities; ▪ COVID-19 Socio-Economic Response Plan of participating countries.
<p>b. Questionnaires/surveys (in appropriate languages in addition to English) to relevant stakeholders in countries participating in a sample of project activities;</p>
<p>c. Telephone, online or in-person interviews with key stakeholders, including but not limited to:</p> <ul style="list-style-type: none"> ○ Project Coordination Team and project focal points of implementing entities ○ DA-PMT ○ DA focal points in participating entities ○ Sample of UN Resident Coordinators/Country Teams, as appropriate ○ Sample of key global partners ○ Sample of country-level stakeholders (mainly stakeholders from key beneficiary countries)
<p>d. Case Study/ies, which may include for example a detailed examination of a particular intervention, or of project activities at a regional or national level.</p>

In addition to assessing the mainstreaming of gender, human rights and disability perspectives in the design, implementation and monitoring of the Project (evaluation question 12), the evaluation will integrate these perspectives in the management of the evaluation, data collection and analysis, as well as the development of the evaluation report. Gender balance will be given full consideration in the composition of the Evaluation Reference Group, elaborated in Section D1 (Evaluation management), and the Evaluation Team. Data collected and analyzed in the course of the evaluation will be disaggregated by gender to the extent possible and whenever appropriate, and the evaluation findings, conclusions and recommendations to be presented in the evaluation report will reflect a gender analysis.

The evaluation will be carried out according to the UNEG ethical principles and standards.¹⁶⁹ The evaluators should demonstrate behavioural independence, impartiality, credibility, honesty, integrity and accountability in conducting the evaluation/assessment to avoid biasing the findings. The evaluators must also address in the design and conduct of the evaluation procedures to safeguard the rights and confidentiality of information providers. The Evaluation Manager will be responsible for ensuring that the Evaluation Team conducts the work assignments without any undue interference from those who were responsible for the implementation of the Project.

D. ORGANIZATION OF THE EVALUATION

D1. EVALUATION MANAGEMENT

The independent final project evaluation will be managed/coordinated by UNCTAD's Independent Evaluation Unit, with the support of an Evaluation Advisory Committee (EAC) that comprises a representative each of the evaluation units of the partner entities (DESA, ECA, ECE, ECLAC, ESCAP, ESCWA) and the Evaluation Officer with the CDPMO/DESA. The EAC primarily serves a quality assurance function and facilitates support to the Evaluation Team as necessary.

An Evaluation Reference Group (ERG) consisting of a representative from each UN partner entity (e.g., the DA Focal Point for each entity) and the DA-PMT will review and contribute inputs to key steps in this evaluation such as the TOR and draft final report.

Both the EAC and the ERG commit to submitting substantive comments on a timely basis, and comments will be invited on a 'non-objection' basis (no response = agree) so that the process is not delayed for an unnecessarily long time.

An independent Evaluation Team will be convoked to undertake this assignment. The Evaluation Team (ET) is responsible for conducting the evaluation, applying the methodology as appropriate and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, and will contribute to the evaluation with written inputs for the draft and final report. A selected number of the evaluation team members will participate in the mission travel(s) if applicable. The ET and the Evaluation Manager will agree on the outline of the report, in consultation with

the EAC early in the evaluation process. The ET will develop its own evaluation tools and framework, within the available timeframe and resources. The team is fully responsible for its report, which may not reflect the views of any of the implementing entities of the project. The evaluation report is subject to quality control by the Evaluation Advisory Committee and clearance by the Evaluation Manager, as set out above. The Team Leader guides and coordinates the team member(s) in their specific work, discusses their findings, conclusions and recommendations and prepares the draft and the final report, consolidating the inputs from the team member(s) with his/her own. The members of the evaluation team should possess a mix of evaluation skills and technical or sectoral/thematic knowledge relevant to the evaluation. In putting together the team, adequate linguistic, geographic and gender representation will also be key considerations.

The Evaluation Team will be provided full access to all project reports, documentation, and stakeholder lists and contact information. The Project Coordination Team are required to submit to the evaluation manager project documentation, including data and information residing with the other participating entities, in the last month of the project if possible, if not, immediately following the completion of the project, as well as support the evaluation process, including through facilitating the evaluators' access to the project's beneficiaries and other key stakeholders.

The roles and responsibilities in the evaluation process are described below:

Evaluation Manager (UNCTAD) will:

- Prepare the draft evaluation TOR and revise/finalize based on inputs received
- Prepare the TOR for each member of the Evaluation Team (Team Leader, Team Member and Expert(s))
- Recruit and manage the Evaluation Team
- Backstop the evaluation process, including supporting the development and administration of surveys, support outreach of the evaluation team to project stakeholders, and access to secondary data listed in Table 3.
- Oversee/provide quality assurance to the evaluation and the development of the evaluation report
- Facilitate the work of the Evaluation Advisory Committee and the Evaluation Reference Group
- Be responsible for clearance of the evaluation report
- Support the development of a management response to the evaluation report, including an implementation plan
- Organise a virtual workshop on evaluation findings and lessons learned.

Evaluation Advisory Committee comprises a representative each of the evaluation units of the partner entities (ESCWA, ECA, ECE, ECLAC, ESCAP, DESA) and the Evaluation Officer with the CDPMO/DESA. The EAC primarily serves a support and quality assurance function. Specific responsibilities of the EAC include:

- Review and approve the evaluation TOR;
- Advise on the selection of the evaluation consultant(s) to ensure that the selection is based on the required skills and qualifications;
- Support facilitating access from their respective entities to relevant project documentation and stakeholders;
- Review and comment on the inception and evaluation reports; and
- Monitor and conduct periodic follow-ups on the implementation of evaluation recommendations addressed to the parties within their entities.

Evaluation Reference Group, consisting of a representative from each UN partner entity (e.g., the DA Focal Point for each entity) and the DA-PMT,¹⁷⁰ will review and contribute inputs to key steps in this evaluation such as the TOR and draft final report. The ERG's key function is to enhance the relevance, credibility and transparency of the evaluation process. Specific responsibilities include:

- To review the draft evaluation ToR and provide substantive feedback;
- To facilitate access from their respective entities to relevant project documentation and stakeholders;

- To review the draft evaluation report and provide substantive feedback, including coordinating feedback from other sections, units and offices from headquarters and from the field to ensure quality and completeness;
- To participate in the validation meeting of the final evaluation report;
- To play a key role in disseminating the findings of the evaluation and implementation of the management response.

Project Coordination Team will:

- Facilitate the Evaluation Team’s access to relevant Project documentation and stakeholders, including through:
 - Collecting and compiling requested data and information from the participating entities, as requested by the Evaluation Manager
 - Providing an updated list of stakeholders, and facilitating access to the sample of stakeholders that the Evaluation Team may wish to interview
 - Facilitating the administration of questionnaires to workshop participants in the participating countries
 - Ensure the cooperation and contribution of the relevant staff of the implementing entities to the evaluation process, as requested
- Lead the preparation of a response to the recommendations directed to the participating entities, including an implementation plan

DA-PMT will:

- Participate in the Evaluation Reference Group
- Provide guidance on the allocation of the evaluation budget
- Organize a virtual meeting with DA focal points to discuss the key lessons from this evaluation as well as from other COVID-19 joint project evaluations and how to incorporate them in future programming, implementation, monitoring and evaluation of DA-funded projects.

D2. EVALUATION TIME FRAME

The evaluation will be conducted from December 2022 to August 2023.

The evaluation process will involve five phases with the tentative timelines as below in Table 5 (the timelines may be adjusted should any exigencies arise):

Table 5: Evaluation phases and tentative timelines

Phase	Timelines
1. Preparation	August 2022 – December 2022 <ul style="list-style-type: none"> • Preparation and finalization of evaluation TOR • Establishment of the Evaluation Reference Group • Recruitment of the Evaluation Team • Prepare package of documents required by the Evaluation Team
2. Inception	December 2022 -March 2023 <ul style="list-style-type: none"> • Preliminary documentation review and preparation of inception report by the Evaluation Team, including development of data collection instruments (questionnaires/ surveys, interview guides) • Brief visit to Geneva (3 days) to meet with UNCTAD Evaluation Unit and key project stakeholders (UNCTAD and ECE) • Draft inception report due: 10 February 2023

	<ul style="list-style-type: none"> • Evaluation Manager review and inception report revision by Evaluation Team: 13 - 22 February 2023 • Reviews by Project Coordination Team, project focal points of implementing entities, and Evaluation Advisory Committee (in parallel): 23 February - 7 March 2023 • Draft final inception report due: 14 March 2023 • Final inception report approved: 20 March 2023
3. Data collection and analysis	<p style="text-align: center;">March- May 2023</p> <ul style="list-style-type: none"> • Desk review of remaining Project documents, including requesting additional documentation • Online surveys of stakeholders • Interviews with stakeholders • Data analysis and triangulation
4. Report preparation and reviews	<p style="text-align: center;">May - July 2023</p> <ul style="list-style-type: none"> • Data analysis and triangulation • First draft evaluation report due: 16 June 2023 • Evaluation Manager review and report revision by the Evaluation Team: 19 - 28 June 2023 • Reviews by Project Coordination Team, project focal points of implementing entities, Evaluation Advisory Committee and Evaluation Reference Group (in parallel): 29 June - 11 July 2023 • Revised draft evaluation report due: 18 July 2023 • Final evaluation report with annexes: 25 July 2023
5. Dissemination and follow-up	<p style="text-align: center;">August 2023 and onwards</p> <ul style="list-style-type: none"> • Presentation to the Project Coordination Team, project teams of implementing entities and development and approval of a management response, including an implementation plan for recommendations • Virtual workshop on evaluation findings, lessons learned and follow-up with the DA Focal Points: April 2023

D3. EVALUATION TEAM DELIVERABLES

The Evaluation Team will be composed of a team of three consultants (evaluators), namely Team Leader, Team Member and a Gender and Human Rights (HRGE) Expert who also plays the role of Team Member. The two Team Members will report functionally to the Team Leader. The Team Leader will report to the Evaluation Manager. Each of the Evaluation Team has a set of deliverables as described below:

Deliverables for Team Leader and Team Member

- Initial review of key Project documents (preliminary document review)
- Preparation of an inception report with a finalized evaluation scope and focus, evaluation questions and methodology, including information on data sources, sampling and key indicators, stakeholder mapping/analysis, selection of case study/ies, as well as survey design

- Desk review of remaining Project documents
- Data collection and analysis based on the finalized methodology
- Preparation of an evidence matrix presenting a summary of evidence collected through each data collection method by evaluation question
- Development of a draft evaluation report, based on the template presented in Annex 1, for review by the Evaluation Manager, Project Coordination Team, project focal points of implementing entities, the EAC and the ERG
- Revision/finalization of the evaluation report, including all annexes, based on comments received
- Preparation of a 3-page summary of the evaluation report and a presentation (PPT) on key findings, conclusions and recommendations
- Presentation of evaluation report and discussions with relevant stakeholders such as Project Coordination Team, project teams of implementing entities, DA focal points of participating entities and DA-PMT.

Deliverables for Gender and Human Rights Expert/Team Member

- Initial review of key Project documents (preliminary document review), including identifying gender equality, human rights and disability inclusion dimensions and issues for consideration;
- Preparation of an inception report with a finalized evaluation scope and focus, evaluation questions and methodology, including information on data sources, sampling and key indicators, stakeholder mapping/analysis, selection of case study/ies, as well as survey design. Where applicable, gender equality, human rights and disability inclusion considerations will be integrated in the evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques;
- Desk review of remaining Project documents;
- Data collection and analysis based on the finalized methodology which would be gender sensitive;
- Preparation of an evidence matrix presenting a summary of evidence collected through each data collection method by evaluation question;
- Development of a draft evaluation report, based on the template presented in Annex 1 of the Terms of Reference for the evaluation, for review by the Evaluation Manager, Project Coordination Team, project focal points of implementation entities, the EAC and the ERG. The analysis of gender equality, human rights and disability inclusion dimensions and issues should be integrated in the report as an independent section and to the extent possible, these issues should be mainstreamed throughout the report, including in the evaluation findings, conclusions and recommendations.
- Revision/finalization of the evaluation report, including all annexes, based on comments received;
- Preparation of a 3-page summary of the evaluation report and a presentation (PPT) on key findings, conclusions and recommendations.
- Presentation of evaluation report and discussions with relevant stakeholders such as Project Coordination Team, project teams of implementing entities, DA focal points of participating entities and DA-PMT.

E. COMMUNICATIONS AND DISSEMINATION PLAN:

The results from the evaluation including key lessons learned, best practices and recommendations will be shared widely with participating entities, partners and stakeholders, and member States. In particular, the following modes of communication could be used:

- e. A workshop with all relevant stakeholders to present the key findings, recommendations and lessons learned. The evaluation report will be presented at a workshop attended by the implementing entities, the DA-PMT and other relevant stakeholders for discussion and validation. The implementing

entities will be given the opportunity to present their management response, including an implementation plan for the recommendations;

f. A separate virtual meeting will be held with the DA focal points to discuss the key lessons from the evaluation as well as from other COVID-19 joint project evaluations and how to incorporate them in future programming, implementation, monitoring and evaluation of DA-funded projects and projects.

g. A copy of the final evaluation report will be published on UNCTAD's website and the websites of the partner implementing entities, as appropriate; and

h. The key findings from the evaluation report will also form a key input to the programme-level evaluation of the DA's response to COVID-19 to be initiated by the CDPMO/DESA.

i. Other communication briefs and products will be produced as appropriate.