United Nations Development Account

Terminal Evaluation of Project 2023X
"Transport and trade connectivity in the age of pandemics"
(2020-2022)

Final Evaluation Report

Development Account
Department of Economic and Social Affairs

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List of Acronyms and Abbreviations

ALADI	Asociación Latinoamericana de Integración
ASYCUDA	Automated System for Customs Data
ASYREC	Automated System for Relief Emergency Consignments
AU	African Union
AWB	Air Waybill
CIEM	Central Institute for Economic Management
CIT	International Rail Transport Committee
CPTA	Cross-border Paperless Trade in Asia and the Pacific
CSD	Consignment Security Declaration
DA	Development Account
DA-PMT	DA Programme Management Team (DA-PMT)
DESA	Department of Economic and Social Affairs
DGD	Dangerous Goods Declaration
DITC	Division on International Trade and Commodities
DTL	Division on Technology and Logistics
ECA	Economic Commission for Africa
ECDE	E-Commerce and Digital Economy
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
EIF	Enhanced Integrated Framework (EIF)
EQ	Evaluation Questions
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
eTFI	EU Electronic Freight Transport Information
eTIR	Electronic TIR Convention
FGD	Focus Group Discussions
FIATA	International Federation of Freight Forwarders Associations
FTA	Free Trade Agreements
GPHA	Ghana Ports and Harbours Authority
IAPH	International Association of Ports and Harbours
ICAO	International Civil Aviation Organization
IDB	Islamic Development Bank
ITF	International Transport Forum
KII	Key Informant Interviews
LDCs	Least Developed Countries
LLDCs	Landlocked Developing Countries
MoU	Memorandum of Understanding
NGO	Non-Governmental Organizations
NTF	National Trade Facilitation
NTFC	National Trade Facilitation Committees
NTMs	Non-Tariff Measures
OCHA	Office for the Coordination of Humanitarian Affairs
OSJD	Organization for Co-Operation between Railways
PIDE	Pacific Islands Developing Countries
RTA	Regional Trade Agreements

SIDS	Small Island Developing States
SME	Small and Medium-Sized Enterprises
SOP	Standard Operating Procedures
SPECA	Special Programme for the Economies of Central Asia
SPS	Sanitary and Phytosanitary and
TAR	Trans-Asian Railway
TBT	Technical Barriers to Trade
TF	Trade Facilitation
TIR Convention	Customs Convention on the International Transport of Goods under Cover of TIR Carnets
TRAINS	Trade Analysis Information System
UK	United Kingdom
UN	United Nations
UN/CEFACT	UN Centre for Trade Facilitation and Electronic Business
UNCTAD	United Nations Conference on Trade and Development
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Project
UN-Habitat	United Nations Human Settlements Project
UNODC	United Nations Office on Drugs and Crime
UNTTC	Transport and trade connectivity in the age of pandemics
WHO	World Health Organization
WISTA	Women's International Shipping & Trading Association
WTO	World Trade Organization

Executive Summary

Project background: When the COVID-19 pandemic hit, the United Nations (UN) Development Account (DA) explored opportunities for short-term rapid interventions to tackle concrete challenges deriving from the insecurity caused by the pandemic. Five projects were decided upon to help developing countries alleviate the socio-economic impact of the pandemic, including the project on UN Transport and Trade Connectivity in the age of pandemics (UNTTC) which is the subject of this evaluation. UNTTC was implemented by the UN Conference on Trade and Development (UNCTAD), as overall coordinating entity, together with the five UN Regional Commissions: 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), and the Economic Commission for Africa (ECA). The project constituted three clusters concerning contactless, seamless and collaborative solutions for trade and transport led by ECE, UNCTAD and ESCAP respectively. The scope of UNTTC was global but targeted Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS). UNTTC was implemented in three phases between May 2020 and June 2022. Each new phase depended on funding availability.

Evaluation purpose, objectives, scope, and intended users/audiences: The overall purpose of this evaluation was to assess results with a view to ensuring accountability and enabling learning. The objective was three-fold: i) to assess the results and establish the link between achievements and activities of the supported interventions; ii) to assess the response delivery and external coordination, including the extent of gender, human rights and disability mainstreaming; and iii) to identify good practices and lessons learned from the project that could feed into and enhance the implementation of related interventions. The evaluation covered all project phases, clusters and geographical regions. The primary users/audiences of the evaluation include the project teams, the DA Steering Committee, the DA Programme Management Team, and management of DA implementing entities.

Evaluation methodology: The evaluation included two main dimensions and streams of *data collection and analysis*: i) a *global dimension* (*the width*) with focus on the broader dimensions of the different types and subjects of support provided; ii) a *regional/national dimension* (*the depth*) with focus on some specific interventions/products implemented at either a regional or national/cross-national level and with forward-looking and scaling potential. The data collection streams reflect these different scales and dimensions of the project interventions and also added a gender and inclusion perspective. The overall approach to data collection and analysis was based on a *mixed-methods and theory-based approach*, combining existing and own-collected data (through online surveys) with qualitative methods including desk research, Key Informant Interviews, Focus Group discussions and use of Google Analytics. The major limitations to the evaluation were that no fieldwork was included and the low response rates for most of the online surveys. For this reason, the evaluation team has paid due attention to triangulating survey findings with observations and findings from the qualitative methods.

Key findings:

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Project relevance, needs and priorities: UNTTC activities had a broad and wide outreach, which included support to a large number of countries and beneficiaries within different country categories. The project was successful in reaching LDCs, SIDS and LLDCs through targeted interventions. The countries selected and benefitting from the targeted support have largely been satisfied with the support provided which they consider highly relevant and in line with country requests. UNTTC clearly reflects an ambition to ensure "a leaving no one behind" approach, mainstream gender and ensure protection of human rights in line with the UN framework. However, the practical approach to address these aspects was less clearly defined and only described in more general terms and statements in the project documentation.

Project achievements: UNTTC has contributed considerably to *development* of UN conventions, standards and recommendations for contactless solutions and some concrete examples of *implementation* have been achieved. The Electronic TIR Convention (eTIR) has been piloted and implemented at country level in Eastern Europe, Asia and Northern Africa and the first ever concrete eTIR cross border contactless transaction was completed. Development of the UN Centre for Trade Facilitation and Electronic Business (UN/CEFACT) package of standards and artefacts for the digitalization of multimodal transport data sharing has progressed and key actors have initiated implementation of these standards. On smart transport connectivity, UNTTC has contributed to development of trade and transport guidelines in times of pandemic and provided the foundation for an enhanced focus on resilience and safety moving forward. While Member States consider the guidelines useful, the project entities have few resources available for follow-up, thus implementation is largely left to Member States themselves, limiting concrete implementation results.

UNTTC strived to strengthen capacities through the development of IT systems, e-learning courses, webinars etc. While this has in some instances yielded concrete results, in other cases implementation and uptake is still to be seen at a wider scale. Development and enhancement of IT-systems, for example, related to the Automated System for Customs Data (ASYCUDA), Automated System for Relief Emergency Consignments (ASYREC) and Non-Tariff Measures (NTM) have strong potential for supporting countries' responses to future crises. E-learning courses have been developed to build capacities among stakeholders to make use of these systems. However, the actual roll-out was not fully completed during the project period. For NTMs, the system is in place but data still needs to be updated to make it fully functional. Webinars and online courses have also been conducted to strengthen capacities for supporting seamless solutions for COVID-19. The course on international commercial contracts yielded high satisfaction rates and there are good concrete examples of policy development being informed as a result of this work. Likewise, through UNTTC it has been possible to expand on the National Trade Facilitation Committees (NTFC)' Empowerment Programme and focus on capacities in terms of crisis response and gender equality.

Regional collaboration, in particular in Asia and Pacific, has been strengthened as a result of UNTTC. The focus on resilience in transport and trade has brought Member States together which is best illustrated by the adoption of the Regional Action Programme for Sustainable Transport Development (2022-2026) where a scaled focus on resilience was agreed upon. Strengthened sectoral collaboration has been achieved mainly in the maritime sector where several capacity development activities have been implemented to build resilience in the sector. This applies to

sharing of resilience lessons learned across ports around the world but also to capacitating port staff and management to allow for continued operation of ports in times of crisis. There are concrete examples of how ports have managed to reduce personal transactions and how inspections are now done with a reduced number of people involved. Also, cross regional leaning has been realized through the UNTTC and concrete results at the national level have been realized.

Delivery and coordination of response: The use of a three-phased approach to project implementation and more flexibility in budget allocations compared to traditional DA projects, contributed to a more efficient resource allocation and high overall disbursement rates. At the same time, the unpredictability of the overall project scope and funding had disadvantages for planning of the implementation process. The project was well coordinated overall, given that it was a heavy task to accommodate 15 different project entities within six different organizations with little time for initial scoping and joint planning. **The project has contributed to bringing agencies closer together and enhancing their appetite for further exploring how they can complement each other in the future.** This is considered an important step forward compared to the situation before the project.

The results framework for the project was in general vaguely defined and became a moving target during the implementation period. It largely reflected short-term targets defined and formulated by the individual project entities and not expected results from the joining of forces. The website developed through UNTTC is an important result from cooperation on the project and has contributed to an enhancement of the project's visibility. The website has been very useful for both project entities and users as it has been well-structured according to clusters' needs for sharing relevant data and information. Indications are that the website continues to serve as a useful source for information sharing also after project completion. Internal and cross-cutting learning aspects were not explicitly considered in the project document and have not been systematically addressed during the implementation of UNTTC. However, informal channels for communication and the sharing of information across management teams and groups of staff from the different project entities were strengthened during implementation of UNTTC and has remained so after the project.

Coherence and synergies: While there are concrete examples of complementary actions taking place across the three project clusters, these were mainly provided in the form of smaller inputs and support to larger existing products or tools already established by the cluster leads and not as substantial improvements and/or new developments as a result of inter-institutional cooperation. However, despite the few concrete results from cross-institutional work, the project has contributed to an enhancement of the project entities' appetite for exploring further avenues for collaboration. While it has been challenging through UNTTC to establish complementarity to the work of other UN entities, it has still been possible to provide continuation or showcase new forms of collaborations based on complementary mandates and strengths between UNTTC project entities and other UN entities.

Gender, human rights and disabilities: Training activities strived for an equal representation of men and women as presenters and participants in events, although it was a challenge in traditionally male dominated areas such as ICT, transportation etc. Gender disaggregated data has also, in most cases, been collected systematically across the project entities which allows for the analysis of answers for both men and women. In general, the online courses and training sessions

have allowed for more inclusion and several stakeholders highlighted this as an opportunity to engage more women. There are however few concrete examples of how standards for gender equality have been applied in practice in UNTTC and many activities have missed the opportunity to highlight gender as an important parameter to transport and trade.

Sustainability: While national demand and ownership has been key for sustaining supported project interventions, it has often been a challenge to obtain full buy-in from either management levels or the political system within partner countries to allow for continuation after completion of the project support. In general, the agencies' experience is that interventions and initiatives executed under UNTTC have contributed to the generation of new demand for technical assistance and collaboration to continue and deepen activities. However, while some project entities have managed to attract additional funding to either continue or expand activities implemented under UNTTC, limited financial resources are the main concern for the agencies in responding adequately to these demands. In terms of delivery modalities, UNTTC project support has contributed to development of a hybrid working modality where online and physical interventions are now to a larger extent complementing each other. This was seen as a useful response to the fatigue of online meetings/webinars/courses observed in the aftermath of the pandemic.

Key learnings (for future planning and evaluation of joint agency response to emergencies)
*UNTTC was timely and served as **a stress test** for agencies' responsiveness, individually as well as jointly, and thus entities' **adaptive capacity** to the pandemic has been a central focus of UNTTC. The most significant learning occurred during the first few months of the COVID-19 pandemic, underlining the importance of harvesting and sharing this information before it gets lost. UNTTC has clearly demonstrated the importance of a **strong and accepted leadership** for such a complex project arrangement as well as the importance of **good personal relations and trust** among the group of key implementers.*

*The advantages of having **flexible budget, reporting and implementation mechanisms** in place for projects of this nature (crisis mode, complex etc.) has been clearly documented with a view to adapting budgets and interventions to emerging opportunities and mitigate risks along the way. This is of even greater importance when the project includes **entities with rather different capacities to plan, implement and follow-up.** Joint projects designed under time pressure in emergency situations run the risk **that planning and collection of monitoring data** to support **cross-regional learning, documentation and subsequent evaluation** may not be adequately addressed and budgeted for.*

*Data and evidence and inter-agency coordination are critical** at all stages of the response process for analysis and decision-making. Exploring opportunities for jointly coordinated, complementary actions across organizations does not take place naturally, partly due to traditional **differences in project entities' business models, target countries, time and resource constraints** etc. Thus, this needs to be incentivized through the inclusion of cross-cutting and inter-institutional targets and indicators.*

*Streamlining of communication and reporting** between entities becomes a critical part of a joint emergency response process. However, the channels and flows of communication require careful attention to avoid confusion and system overload. A **joint website can become a very useful way***

of communicating to a wider audience also after project completion, as long as the information remains relevant, exhaustive and updated. The use of **online course modalities and webinars can be a cost-effective and powerful tool** for expanding outreach beyond the usually targeted stakeholder groups within regions. The most successful online courses have built upon **participatory and interactive didactive approaches with a strong demand-orientation**. However, it requires **specialized skills** to not compromise the quality of such interventions.

Conclusions

The **relevance** of UNTTC was high as the project explicitly focused on addressing needs and priorities identified by countries in trade-transport connectivity in response to the COVID-19 pandemic. The established **governance and management structures** for the project contributed to a rather smooth implementation process. Weaknesses were identified in the **project reporting and learning procedures** with a view to informing decision-making and facilitating adaptiveness. The **three-phased approach,** together with flexibility in funding arrangements, contributed to efficiency in resource allocation but challenged the planning and timing of project interventions. The overall **coordination** of UNTTC was good and acknowledged by the project entities but did only to a limited extent focus on the actual responses of the entities towards a jointly defined common goal.

The supported interventions contributed importantly towards achievement of the **three project outcomes** defined for the project clusters. While this required **adaptation of existing tools and systems** and in some cases new developments, the project entities were well suited and prepared to lift these tasks. At the same time, the **wide and extensive scope and coverage** of UNTTC was challenged by the special conditions created by the pandemic (time pressure, unsure funding arrangement, limited possibility for advance planning, "on the run" activity development etc.). Under these circumstances, the real benefits and value from such an ambitious joint project scope was not clearly evidenced through this evaluation.

Several **innovations** were introduced and piloted through UNTTC, in most cases closely linked to programming already being implemented by the project entities. While the **effectiveness** of these experiences was mixed, useful learning for future interventions has been generated. Important building blocks have been provided for the intergovernmental work to further address the nexus between trade and transport as a priority, and for leveraging the existing global and regional platforms on trade and transport cooperation.

Sustainability of the supported interventions has been pursued through encouragement of country ownership, integration of innovation with technologies, and multi-stakeholder involvement. However, there has been reluctance to make required changes in management procedures/ operations and legislation within countries. Most key products and tools developed and provided through UNTTC have been **complementary** to or further developments of previous or ongoing work undertaken by the project entities. The level and depth of complementary actions across project entities has been limited. **Gender equality** has been mainstreamed in UNTTC in terms of gender disaggregated data collection and attention to ensuring equal participation of men and women in training sessions and events. However, gender equality as a topic has not been mainstreamed systematically into activities and there has been limited focus on identifying and involving **vulnerable groups including people living with a disability**.

Recommendations

***Strategic Recommendation 1* (to the DA)**: *Joint project development among agencies on nexus issues and addressing issues in development of holistic approaches should continue to be encouraged. When properly planned and implemented, joint actions have the potential to provide better and more holistic results for countries.*

***Strategic Recommendation 2* (to the DA)**: *More clear operational guidance and support to be provided to agencies on how to develop, monitor and evaluate joint projects to enhance learning.*

***Strategic Recommendation 3* (to UNCTAD and the regional commissions):** *Strengthen the connectivity between trade and transport sections internally within the commissions/agencies and across regions with a view to enhance focus on the trade-transport nexus and the quality of support.*

***Strategic Recommendation 4* (to UNCTAD and the regional commissions)**: *More strongly promote gender equality and human rights through DA projects by ensuring that projects clearly define the most vulnerable people and that sector specific analysis of gender dimensions is included.*

1. Introduction

The Development Account (DA) is a mechanism to fund capacity development projects of the 10 economic and social entities of the United Nations (UN) Secretariat.[1] When the COVID-19 pandemic hit, the DA explored opportunities for short-term rapid interventions to tackle concrete challenges deriving from the insecurity caused by the pandemic. Five projects were decided upon to help developing countries alleviate the socio-economic impact of the pandemic, including the project on Transport and Trade Connectivity in the age of pandemics (UNTTC) which is the subject of this evaluation.

The UNTTC project (in the following just referred to as UNTTC) was implemented by the United Nations Conference on Trade and Development (UNCTAD) as overall coordinating entity together with five regional commissions: 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), and Economic Commission for Africa (ECA). The project constituted three clusters concerning contactless, seamless and collaborative solutions for trade and transport and the clusters were led by ECE, UNCTAD and ESCAP respectively. UNCTAD had a global scope while the commissions covered their respective regions, thus the project was global but targeted Least Developed Countries (LDCs),[2] Landlocked Developing Countries (LLDCs)[3] and Small Island Developing States (SIDS).[4] LLDCs are dependent on inland transportation by roads and rails or air cargo while SIDS are fully depended on the maritime industry and airlines for connectivity, and thus these countries were additionally disadvantaged by the impacts of the pandemic and the disruptions in transport and trade.

When the pandemic hit, countries reacted promptly by closing down borders, restricting travel and free movements and encouraging people to stay at home to limit the spread of COVID-19. This put extreme pressure on people's livelihoods and the socio-economic systems and disrupted transport and trade in general. It also revealed that the transport sector was not prepared for such a situation and there were limited coordinated efforts to mitigate these challenges. Instead, countries took their own measures without coordinating with neighboring countries. UNTTC set out to mitigate coordination challenges, reduce physical interaction in transport and trade and to keep goods moving, not least to ensure the delivery of medical equipment, food distribution etc.

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[1] 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).

[2] According to UNCTAD 46 countries were categorized as LDCs in 2022: https://unctad.org/topic/least-developed-countries/list.

[3] According to UNCTAD 32 countries were categorized as LLDCs in 2022 of which 17 are also LDCs: https://unctad.org/topic/landlocked-developing-countries/list-of-LLDCs.

[4] According to UN 39 states and islands were categorized as SIDS in 2022 and 18 states were associate members of the UN Regional Commission: https://www.un.org/ohrlls/content/list-sids. UNCTAD does not categorize SIDS on their webpage but associate members have been included in the list of beneficiary countries in the final report and therefore they are included here.

This was done by applying a combination of already existing digital solutions and innovating new ones to meet the needs and challenges in a constantly changing context.

1.1 Overall scope and purpose of the evaluation

The overall purpose of the evaluation is the assessment of results to ensure accountability as well as enable learning. The objective is three-folded:
- assess the results and establish the link between achievements and activities of the intervention;
- assess the response delivery and external coordination, 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.

While the first objective strives to understand the contributions of the project activities towards the achieved results, the second objective focuses on the response delivery and the extent to which gender, human rights and disability have been mainstreamed. Response delivery is further defined as consisting of delivery of: 1) the existing mandate needed to implement previously mandated activities in the new environment created by the pandemic; and 2) the COVID-19 specific response (health and non-health) needed to address the pandemic specifically.[5] The first of these mandates will not be applicable to this evaluation. However, the evaluation will pay due attention to how already established tools and activities have been applied in the changed circumstances as well as new initiatives developed to address COVID-19 specific challenges. The third objective focuses on identifying good practices and lessons learned, not least in relation to future similar emergency responses.

The primary intended users of the evaluation 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 synthesis of the DA's response to COVID-19 through the five different projects for which the primary users/audiences include the DA Programme Manager, the DA Steering Committee, the DA Programme Management Team and the management of the DA 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. This terminal evaluation covers the entire duration of the project from May 2020 to 30 June 2022, including all phases, clusters, geographical regions, and activities implemented by the six project entities.

The evaluation sets out to answer 12 specific evaluation questions (EQs) following the DA evaluation guidelines.[6] These cover the OECD/DAC requirement of relevance, coherence, efficiency, effectiveness, sustainability as well as a criterion on gender equality, human rights and disabilities.

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[5] https://oios.un.org/sites/oios.un.org/files/covid-19_response_evaluation_protocol_-_october_2020.pdf
[6] UN Development Account Evaluation Framework, October 2019; UN Development Account Project Evaluation Guidelines, October 2019.

1.2 Structure of the report

After this introduction, Chapter 2 provides a brief background of the project and the organizational set-up. These are illustrated in a deconstructed Theory of Change (ToC). In Chapter 3, the approach and methodology for the evaluation is explained. Chapter 4 to 9 include analysis of the findings starting with project relevance in light of country needs and priorities. Chapter 5 focuses on effectiveness of the project and results achieved, structured according to the three clusters. Chapter 6 concerns the delivery and coordination of the project while Chapter 7 analyses the coherence of the project internally as well as externally. Sustainability aspects are discussed in Chapter 8 and Chapter 9 concerns gender equality, human rights and disability. Based on the findings in chapter 4-9, lessons learned, conclusions and recommendations are presented in Chapter 10. The annexes include the Evaluation Matrix (Annex 1); an overview of key products per entity and focus countries (Annex 2); stakeholder mapping (Annex 3); the full online survey results (Annex 4) as well as a list of documents consulted (Annex 5).

2. Project Description

2.1 Background and organizational set-up

UNTTC was built around three clusters with one lead entity (refer Table 1). ECE, UNCTAD and ESCAP led a cluster each. 10 teams across the lead entities were involved in the project while the total number of teams from all entities sum to 15. ESCAP and ECE each had a transport and a trade team involved while UNCTAD had six teams under two different divisions involved in Cluster B and C. ECE and ESCAP had activities in all three clusters, although ECE's input under Cluster C was less. ECLAC, ECA and ESCWA mainly had specific activities in Cluster A and C.

Cluster A was led by ECE and focused on promoting *contactless* standards for trade and transport. The overall aim of this cluster was "*enhanced implementation & development of UN Conventions, standards & recommendations for contactless solutions, on national and regional levels, leading to safer and more efficient cross-border transport and trade operations.*" While ECE was the lead entity and had the main input in the cluster, ESCWA, ECA, ESCAP and ECLAC (to varying degrees) all had inputs as well. The cluster promoted the implementation of the electronic TIR system of the TIR Convention (eTIR)[7] and trade data exchange standards of the UN Centre for Trade Facilitation and Electronic Business (UN/CEFACT), the Framework Agreement on Facilitation of Cross-border Paperless Trade. The cluster also focused on identifying new solutions for paperless trade within smart rail and road connectivity and identifying best practices for trade facilitation. ESCWA had in collaboration with ECE conducted regional capacity building workshops that promoted interconnection between eTIR international systems and national customs systems while ECA and ECLAC had conducted training on innovative seamless technologies in land transportation and trainings on smart road and rail systems.

While the UN Global Survey on Digital and Sustainable Trade Facilitation is coordinated by ESCAP it involved all the regional commissions who are in charge of implementing the surveys in their own region. In the project it fell under Cluster A. While this global survey has been implemented since 2015, the 2021 edition included questions of trade facilitation in times of crisis (COVID-19) with the intention to continue the collection of the data on crises. For the 2023 survey all commissions collected the data.

Cluster B was led by UNCTAD and focused on *capacity building* of key trade and transport actors to facilitate trade. The overall aim was "*improved capacity for efficient cross-border trade & transport flows, incl. commercial law and Non-Tariff Measures (NTMs), towards the development of seamless solutions to COVID-19 challenges*". The majority of activities were implemented by UNCTAD with inputs also from ECE and ESCAP. The main activities within the cluster included: building capacity of National Trade Facilitation Committees (NTFCs) to develop and implement coordinated crises response plans based on recommendations from rapid needs assessments and training of committee members, as well as applying standards for NTFCs; further developing the Reform Tracker to make roles and responsibilities of members of NTFCs publicly available to

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[7] The TIR Convention provides for an internationally recognized procedure to facilitate the cross-border transportation of goods in transit through the use of a standard, internationally recognized customs document – the TIR Carnet. The Convention is from 1975 and today has 77 Contracting Parties including the EU. https://unece.org/transport/tir

ensure transparency and accountability; providing analysis and guidance on legal implications of the pandemic for key commercial contracts (carriage of goods by sea and international sale of goods) and related policy considerations, as well as training legal professionals and advisers, particularly from developing countries, in tackling related challenges; applying the Automated System for Customs Data (ASYCUDA) network for analyzing progress and measures taken by customs in view of the pandemic as well as piloting the Automated System for Relief Emergency Consignments (ASYREC). Lastly, the online portal for information on NTMs for importers, exporters and policymakers–- the Trade Analysis Information System (TRAINS)–- was further promoted and modules integrated with national systems in pilot countries (three).

Cluster C was led by ESCAP as lead and focused on *collaborative cooperation*. The overall aim was "*strengthened regional and sectoral collaboration leading to greater cooperation and synergies in responding to the COVID-19 pandemic*". This cluster focused on regional integration and all the entities had input. It was designed to accommodate regional priorities and necessities of five regions covered by the project and to bear in mind the specific strengths and mandates of the individual regional commissions. The cluster had a specific focus on establishing data and online resources on the COVID-19 response and impact at the regional level (all regions) and developing policy recommendations based on these, including with an emphasis on gender. Another key product implemented through this cluster was the Readiness Assessment for Cross-Border Paperless Trade. It was based on the Legal and Technical Readiness Checklist developed to support the implementation of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific. ESCAP's transport division supported ten Southeastern Countries in developing, adopting and maintaining the ASEAN guidelines for resilient and sustainable international road freight transport and, based on this, conducted training on preparedness in the transport sector for future emergencies. Besides this, there were a number of thematic priority areas for the different regions under this cluster including trade finance, new technological solutions to ensure cybersecurity, electronic licensing, digital highways for tolls etc. Port resilience and performance was another major topic that focuses both on analysis and policies, strengthening the maritime industry's capacity to develop and implement resilience strategies, as well as capacitating port authorities and staff members in safety procedures to ensure movement of goods (TrainForTrade).

Table 1.   Teams of lead entities per cluster

Entity	Cluster	Teams
ECE	A	Trade
	A	Transport
UNCTAD	B	Trade Facilitation
	C	TrainForTrade
	C	Transport
	B	ASYCUDA/ASYREC
	B	Division on International Trade and Commodities (DITC) (NTF)
	B	Policy and Legislation
ESCAP	A/C	Trade
	C	Transport
Coordination	Cross-cutting	UNCTAD, Division on Technology and Logistics (DTL)

An overview of key products per project entity and focus countries is provided in Annex 2.

Table 2 indicates the budget per entity across the different phases. The three cluster leads UNCTAD, ESCAP and ECE were main receivers of funds (around USD 1.3 million each) across the three phases. ECA and ESCWA received around USD 400,000 each and neither of them received funds in the last phase. For Phase 3, the proposed funding requirement was not fully met due to a gap between the proposed requirements and the available funding. The DA Steering Committee was only able to approve funding for Phase 3, which was less than the amount requested by the entities, for all the five COVID-19 projects. Actual project expenditures amounted to USD 5,107,247, equal to an almost 100% implementation rate.

Table 2. Project resources (USD)

Entity	Phase 1	Phase 2A	Phase 2B	Phase 3A	Phase 3B	Total budget
ECA	25,000	100,000	25,000	200,000		350,000
ECE	25,000	150,000	37,500	293,750	105,990	612,240
ECE	40,000	150,000	37,500	377,750	105,990	711,240
ECLAC	40,000	100,000	25,000	200,000	94,558	459,558
ESCAP	25,000	300,000	37,400	374,250	66,815	803,465
ESCAP	40,000	-	37,600	375,600	66,815	520,015
ESCWA	40,000	100,000	25,000	240,000		405,000
UNCTAD	80,000	300,000	75,000	690,000	193,481	1,338,481
TOTAL	**315,000**	**1,200,000**	**300,000**	**2,751,350**	**633,649**	**5,199,999**

Table 3 illustrates the *planned* budget for the three phases of UNTTC[8] to give an idea of resource allocations across clusters. This shows that budgeted funds for Cluster A and B in Phases 1 and 2 were almost the same (557,000 and 536,00 respectively) while the highest budget was allocated to Cluster C (722,000). The same pattern applied for Phase 3 where 40% of the total budget was allocated to Cluster C while 30% was allocated to Cluster A and B respectively.

Table 3. Budgeted funds per cluster

Clusters	Phase 1	Phase 2	Phase 3
Cluster A	108,000	449,000	1,091,382
Cluster B	92,000	444,000	1,050,440
Cluster C	115,000	607,000	1,608,178
Total	**315,000**	**1,500,000**	**3,750,000**

2.2 Theory of change

A ToC for the project was developed by the evaluation team based on the logframe, concept note and the fully developed project proposal (Figure 1).[9] The three Clusters (in different colors)

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[8] The Table reflect the budget and not the actual funds allocated as this amount was reduced with around USD 300,000 due to insufficient funds.
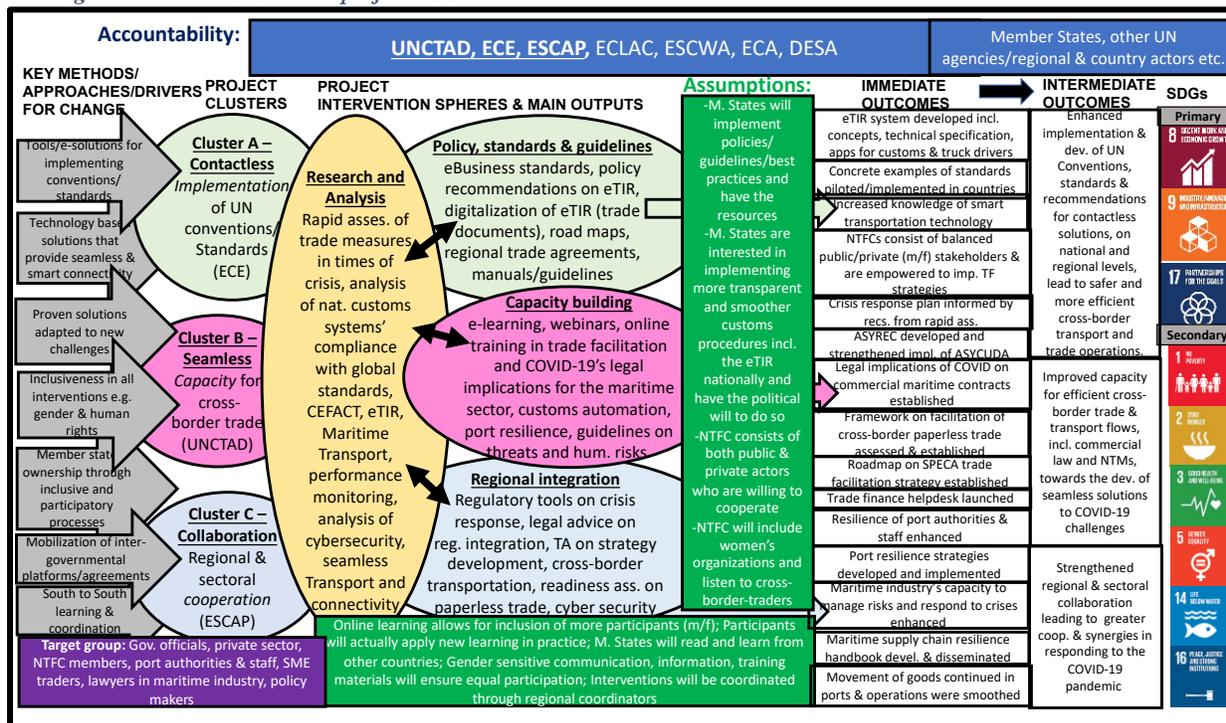
[9] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Concept Note, 29 April 2020; Transport and trade connectivity in the age of

described above with their intended short- and medium-term outcomes and their contributions to the Sustainable Development Goals (SDGs) are illustrated in the figure. While the logframe provides the intermediate outcomes, the evaluation team has suggested the immediate outcomes based on the desk review and the initial consultations with stakeholders in the inception phase.

The grey arrows at the right reflect key methods and approaches that the project has applied. These can be interpreted as the drivers for change that the project teams have pushed to achieve results. The green boxes reflect the assumptions made by the project. For instance, while Member States have committed to implementing policies and guidelines that increase transparency it is assumed that this commitment will remain and that funding will be provided. It is outside the control of the project if the commitment and political support changes. The project can prepare the policy and do the groundwork by involving and facilitating implementation but in the end it will be up to Member States to do the actual implementation. This also limits what the project can be held accountable for (see blue box in the top of the diagram). The purple box in Figure 1 illustrates the target group.

The ToC has been useful during the evaluation process both to provide an overview of the interlinkages and dynamics of the rather complex set of project interventions as well as to structure the discussions and analysis and identify reasons and explanations for how/why things may have gone well or less well in the process.

Figure 1. **Reconstructed project ToC**

Accountability: **UNCTAD, ECE, ESCAP,** ECLAC, ESCWA, ECA, DESA | Member States, other UN agencies/regional & country actors etc.

KEY METHODS/ APPROACHES/DRIVERS FOR CHANGE
- Tools/e-solutions for implementing conventions/ standards
- Technology based solutions that provide seamless & smart connectivity
- Proven solutions adapted to new challenges
- Inclusiveness in all interventions e.g. gender & human rights
- Member state ownership through inclusive and participatory processes
- Mobilization of inter-governmental platforms/agreements
- South to South learning & coordination

PROJECT CLUSTERS
- **Cluster A – Contactless** *Implementation* of UN conventions/ Standards (ECE)
- **Cluster B – Seamless** *Capacity* for cross-border trade (UNCTAD)
- **Cluster C – Collaboration** Regional & sectoral *cooperation* (ESCAP)

Target group: Gov. officials, private sector, NTFC members, port authorities & staff, SME traders, lawyers in maritime industry, policy makers

PROJECT INTERVENTION SPHERES & MAIN OUTPUTS

Research and Analysis Rapid asses. of trade measures in times of crisis, analysis of nat. customs systems' compliance with global standards, CEFACT, eTIR, Maritime Transport, performance monitoring, analysis of cybersecurity, seamless Transport and connectivity

Policy, standards & guidelines eBusiness standards, policy recommendations on eTIR, digitalization of eTIR (trade documents), road maps, regional trade agreements, manuals/guidelines

Capacity building e-learning, webinars, online training in trade facilitation and COVID-19's legal implications for the maritime sector, customs automation, port resilience, guidelines on threats and hum. risks

Regional integration Regulatory tools on crisis response, legal advice on reg. integration, TA on strategy development, cross-border transportation, readiness ass. on paperless trade, cyber security

Online learning allows for inclusion of more participants (m/f); Participants will actually apply new learning in practice; M. States will read and learn from other countries; Gender sensitive communication, information, training materials will ensure equal participation; Interventions will be coordinated through regional coordinators

Assumptions:
- M. States will implement policies/ guidelines/best practices and have the resources
- M. States are interested in implementing more transparent and smoother customs procedures incl. the eTIR nationally and have the political will to do so
- NTFC consists of both public & private actors who are willing to cooperate
- NTFC will include women's organizations and listen to cross-border-traders

IMMEDIATE OUTCOMES
- eTIR system developed incl. concepts, technical specification, apps for customs & truck drivers
- Concrete examples of standards piloted/implemented in countries
- Increased knowledge of smart transportation technology
- NTFCs consist of balanced public/private (m/f) stakeholders & are empowered to imp. TF strategies
- Crisis response plan informed by recs. from rapid ass.
- ASYREC developed and strengthened impl. of ASYCUDA
- Legal implications of COVID on commercial maritime contracts established
- Framework on facilitation of cross-border paperless trade assessed & established
- Roadmap on SPECA trade facilitation strategy established
- Trade finance helpdesk launched
- Resilience of port authorities & staff enhanced
- Port resilience strategies developed and implemented
- Maritime industry's capacity to manage risks and respond to crises enhanced
- Maritime supply chain resilience handbook devel. & disseminated
- Movement of goods continued in ports & operations were smoothed

INTERMEDIATE OUTCOMES
- Enhanced implementation & dev. of UN Conventions, standards & recommendations for contactless solutions, on national and regional levels, lead to safer and more efficient cross-border transport and trade operations.
- Improved capacity for efficient cross-border trade & transport flows, incl. commercial law and NTMs, towards the dev. of seamless solutions to COVID-19 challenges
- Strengthened regional & sectoral collaboration leading to greater coop. & synergies in responding to the COVID-19 pandemic

SDGs
Primary
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
17 PARTNERSHIPS FOR THE GOALS

Secondary
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
14 LIFE BELOW WATER
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

3. Approach and Methodology

The overall analytical framework for the evaluation is illustrated in Figure 2 below. The evaluation has included different dimensions and streams of data collection and analysis. This includes a global dimension (*the width*) with focus on the broader dimensions of the different types and subjects of the online training and capacity development provided. Then there are the regional/national dimensions (*the depth*), where some specific interventions/products have been focused or piloted at either a regional or national/cross-national level, however often with the intentions and forward-looking potential to scale up more widely. The data collection streams reflect these different scales and dimensions of the project interventions and also add a gender and inclusion perspective to it. The findings include both a strategic and an operational (cluster/regional) dimension with a particular view to coordination and coherence aspects. Crises/resilience and gender mainstreaming/HRBA considerations cut across and are integrated into these discussions.

Figure 2.   Analytical framework
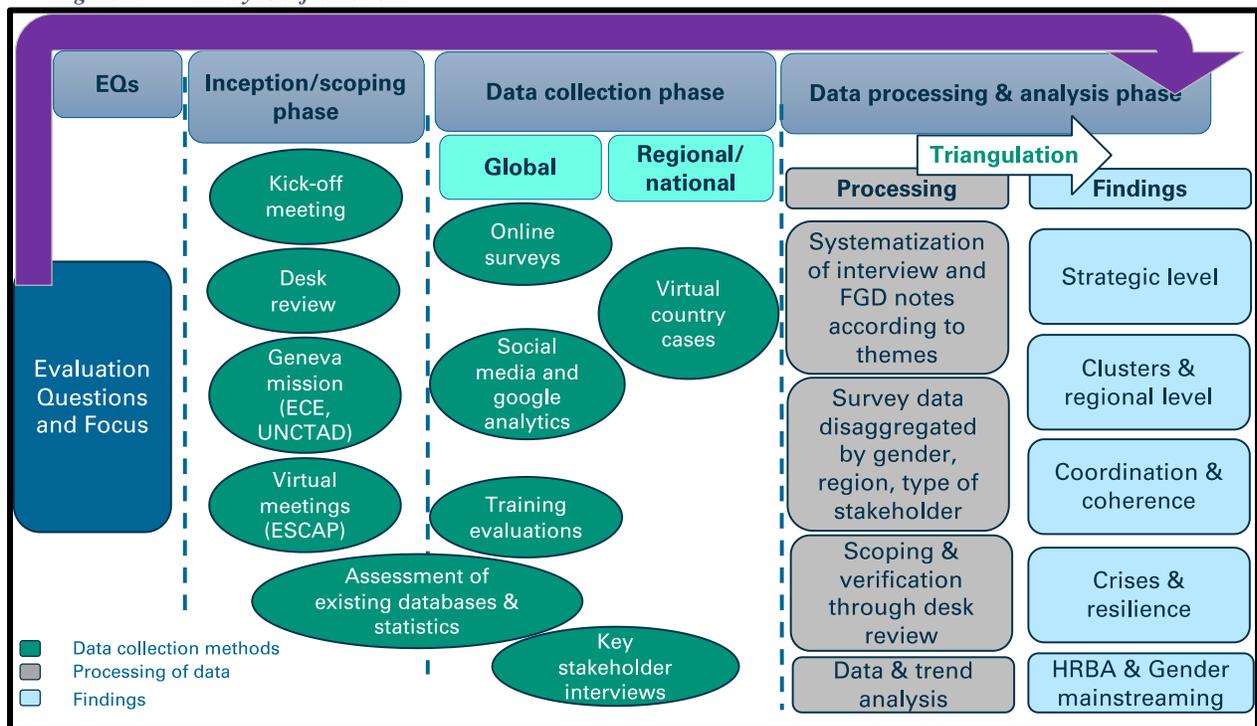
The specific approaches and data collection methods applied by the evaluation are presented in more detail in the following sections.

3.1 Approach – key elements

The overall approach to data collection and analysis is based on a *mixed-methods approach*, combining existing and own-collected data with qualitative methods (see further detailing of the specific methods below). The approach included the following key elements:

Use of a theory-based approach: Given the complexity and nature of this evaluation, a theory-based approach was applied and enriched with practical examples/cases from the supported

interventions. A core element in this approach was the reconstructed Project ToC (Figure 1 above) together with the results framework for the project. Together, they illustrate and explain how the different components and intervention areas, introduced and supported by the project, jointly are expected to lead to results and catalyze changes. This allowed the evaluation team to conduct a systemic assessment of how the various elements (separately and jointly) are contributing towards the project goals.

Focus on contribution: In order to assess achievements of results, the evaluation team focused on the *contribution* of UNTTC to obtain an improved understanding of what difference the project has made as well as an increased understanding of *how* and *why* observed results have occurred (or not). As several supported interventions from the project will not have produced concrete results yet, the focus has here been on assessing the *process* and *trends/trajectories* towards results. This way, it is possible to understand *progress* towards results in a systematic manner, following the chain of interventions and intermediate level results along the change process.

Evaluation Matrix as a guiding framework: The ToR outlines 12 key EQs related to five OECD DAC evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability and Coherence) as well as to Gender, Human Rights and Disability. Based on this, an Evaluation Matrix was developed (Annex 1), including specific judgement criteria and sources/means of verification related to each EQ. The matrix has provided the guiding framework for the data collection process and subsequent analysis.

Purposive sampling strategy for data collection: The evaluation team has applied a purposive sampling strategy for data collection, in particular with a view to selecting participants for interviews and Focus Group Discussions (FGDs). More specifically, the evaluation team has adhered to a *maximum variation purposive sample* which is sometimes also referred to as a *heterogeneous purposive sample*. The reason for this is that the evaluation team wanted to examine a wide and diverse range of project supported interventions, thus a purposive sampling approach allowed for insight from many different actors and angles.

Mainstreaming of gender, human rights and disabilities: The evaluation has applied a Human Rights Based Approach (HRBA) and also assessed the mainstreaming of gender. Emphasis has been on understanding whether processes towards results have been gender sensitive, participatory, inclusive and non-discriminative. Both men and women have been consulted in the evaluation to get a proper understanding of the different needs and challenges they face in their specific contexts, economies and in policy development. A specific emphasis has been on ensuring inclusion of people living with a disability and identifying areas for where inclusion of people with disabilities could be relevant moving forward.

3.2 Key methods for data collection

Below the key methods applied for the data collection are briefly presented. All methods have supplemented and complemented each other to provide both width and depth to the evaluation. The stakeholder mapping included in Annex 3 was used to guide the selection of stakeholders of relevance for each method.

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Desk review of project documents and relevant data: A substantial review of project documentation has been conducted, including information posted on the UNTTC webpage. In addition, various data sources have been included in the analysis (such as TRAINS, TrainForTrade, the UN Global Survey on Digital and Sustainable Trade Facilitation, post-training survey data etc.)

Key Informant Interviews (KIIs): KIIs were conducted with key stakeholders to obtain qualitative data on fundamental evaluation issues. These interviews were extended one-on-one exchanges with individuals who had been either part of the planning and implementation process, have benefitted somehow from the supported interventions, or were external resource persons in a position to provide a perspective to the evaluation (e.g. representatives from other development agencies). All KIIs were conducted online. The KIIs have included the following categories of key stakeholders: i) UN staff who worked on UNTTC; ii) consultants, experts and researchers who have supported the project implementation process; iii) government representatives, focal points; iv) private sector actors (including consumers, financing and commercial actors etc.); v) academia and CSOs/NGOs; vi) other regional and national key stakeholders with strategic engagement in the trade and transport sector; and vii) participants in online seminars/webinars and training events. Table 4 lists number of interview persons per project entity divided into internal staff members and external stakeholders and gender. A total of 81 KIIs were conducted of which 30 interview persons were staff of the implementing entities while 51 were external stakeholders, representing a total of 34 different countries.[10] Government representatives represented the main type of external stakeholders interviewed.

Table 4. Internal and external stakeholders per implementing entity

Implementing entity	Internal	External				Total (m/f)
	Staff	Academia	Government	International organizations	Private sector	
ECA	3		3	2		8 (2/6)
ECE	7		6	2	1	16 (4/12)
ECLAC	3		1	1		5 (2/3)
ESCAP	2		9		2	13 (5/8)
ESCWA	2	1				3 (3/0)
UNCTAD	12	3	12	7	1	35 (13/22)
UNDESA*	1					1 (1/0)
Total	**30**	**4**	**31**	**12**	**4**	**81 (26/55)**

*One person belongs to the DA Programme Management Team (DA-PMT)

The selection of key stakeholders for interviews was based primarily on stakeholder lists provided by the project teams. Some project teams already asked training participants in advance about their willingness to participate in interviews with the evaluation team and some stakeholders were

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[10] Ethiopia, Jordan, United Kingdom (UK), Portugal, Costa Rica, Denmark (UNCTAD policy); Zimbabwe, Vanuatu (UNCTAD Trade Facilitation); Spain, Malaysia, Ghana, Jordan (UNCTAD TFT), Ghana, Fiji (UNCTAD Transport); Kyrgyzstan (UNCTAD NTM); Fiji, France, Vanuatu, Azerbaijan, Tuvalu (UNCTAD ASYCUDA); UK, Kyrgyzstan, Azerbaijan, Uzbekistan (ECE Trade); Azerbaijan, Pakistan, Turkey, Uzbekistan (ECE Transport); Bangladesh, India, Tuvalu, Malaysia, Canada (ESCAP Trade); Iran, Laos, Thailand, Cambodia, Myanmar (ESCAP Transport); Jordan (ESCWA); Kenya, Zimbabwe, São Tomé and Príncipe, Benin, Ghana, Ethiopia (ECA); Brazil, Mexico/Sweden (ECLAC).

selected for interviews from these lists. However, since those who actively express an interest to participate in interviews may do this due to strong positive/negative feelings towards the project, the evaluation team also made sure to invite other participants for interviews among those who did not indicate explicitly that they would not be interested in being interviewed. In cases where stakeholder lists provided by project teams were relatively short (less than 20 persons), all listed stakeholders were invited for an interview. For the long lists, a purposive sampling approach was applied for the selection (see above) with a view to ensure geographical coverage, gender balance, balance among products/tools and implementing entities etc. Women were prioritized since they were fewer but as reflected in Table 4 this was not enough to ensure a complete gender balance. The Evaluation Matrix (Annex 1) was used as an overall and flexible guide for the interview process to make sure that information was gathered in a consistent manner, covering all relevant evaluation aspects.

Online surveys: Based on assessment of data sources and consultations with project entities, the evaluation team made a selection of project interventions related to capacity building (webinars, workshops, online training etc.) as basis for data collection through conducting of follow-up/ex-post surveys. The interventions were selected with a view to the following key criteria: i) geographical coverage (number of target countries); ii) number of attendances; iii); length of the interventions; iv) thematic coverage; and v) availability of data from previous surveys (e.g. from training completion). The following four online surveys were implemented:

1) Participants in the training course on *Implications of the COVID-19 pandemic for commercial contracts*.
2) Participants in the course *Negotiating Regional Trade Agreements (RTA) for Trade in Times of Crisis and Pandemic*. 60% of survey respondents were government officials.
3) Customs administration involved with *Adapting the use of ASYCUDA World to the COVID-19 situation: Guidelines to Customs Administrations*. 80% of survey respondents were in customs management positions.
4) Participants in the course *Sustainable transport connectivity and COVID-19: Pathways for greater resilience and sustainability*. 81% of survey respondents were from government.

Table 5 provides an overview and gender breakdown of the responses to the above surveys.

Table 5.   Response rate per survey conducted

Survey	Invited	Responses	Response rate	# of beneficiary countries represented
Survey on training course on implications of the COVID-19 pandemic for commercial contracts	224	68 (37M/30F)	30,4%	38
Survey on the course "Negotiating Regional Trade Agreements (RTA) for Trade in Times of Crisis and Pandemic"	796	52 (27M/25W)	6,5%	34
Survey on "Adapting the use of ASYCUDA World to the COVID-19 situation: Guidelines to Customs Administrations"	n/a	24 (22M/2F)[11]	n/a	18
Survey on "Sustainable transport connectivity and COVID-19: Pathways for greater resilience and sustainability"	145	21 (13M/8F)	14,5%	11

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[11] This gender balance is equal to the gender balance among ASYCUDA staff members, where women only represents 8%. UNCTAD (2021), ASYCUDA Gender Balance Report, 2021.

The survey results are presented in detail in Annex 4 and summarized under the relevant discussions in the report. It should be noted, that the selected country categories (Developed, Developing, LDC, LLDC and SIDS) in some cases overlap each other, meaning a country can belong to more than one of these groups (see Figure 3 for an illustration of this). For comparability of survey results, respondents can only belong to one country group in the descriptive statistics of survey results. Thus, a hierarchy for grouping countries has been defined:

- First, countries were categorized as either being Developing or Developed.
- Second, from the group of Developing countries, LLDCs or SIDS were categorized as these two categories are mutually exclusive.
- Third, countries belonging to LDCs that were not already captured in (2) were categorized.

In the survey analysis in Annex 4, the survey results have undergone a robustness check where countries were allowed to belong to their secondary group (e.g. more volume for LDCs).

Google Analytics: UNTTC was already using **website metrics** (Google Analytics) to measure publication downloads, unique page views, etc. and the evaluation team has also made use of this existing information and trends in the analysis.

3.3 Evaluation analysis

The *evaluation analysis* has been carried out based on data and information collected through the above-mentioned *methods*. Data and information collected from the various sources have been triangulated to provide a solid and robust basis for development of evaluation findings (see Analytical Framework in Figure 2). Within this framework, and with the ToC (see Figure 1) as a key point of reference, the evaluation analysis has focused on the following key features:
- the continued *relevance* of the project interventions in view of the developments during the COVID-19 pandemic for different stakeholders, target groups and geographical areas;
- the extent to which project results are on track to be achieved/not achieved;
- key aspects of project governance and management;
- the *coherence* which addresses the level of synergies and interlinkages across the supported interventions (*internal coherence*) as well as the consistency of the project with other actors' interventions in the same context (*external coherence*);
- the *resource utilization* in the project, with a view to both economic and human resources as well as to the level of internal coordination and collaboration;
- the *forward-looking* perspectives of the project interventions.

For the *learning* part, different reflection points during the implementation of the evaluation have fed into this analysis.

3.4 Challenges, limitations and mitigation strategies

A main limitation in this evaluation has been related to the UN decision to **not include field missions** to a few selected regions/countries, given the large number of beneficiary countries and that the bulk project activities were delivered remotely. This has reduced the learning potential from the innovative and holistic dimension of this project as to how effective and coherent the supported interventions have been implemented on-the-ground across project entities and stakeholder groups. At the same time, the evaluation team has been facing difficulties in **separating the project achievements** from those achieved under related work of the implementing entities, since many project activities have been closely related to already ongoing work streams.

The **very broad coverage** of this project (global, involving 15 project entities within six different agencies and a number of online trainings with high number of participants) - with multiple "smaller projects" embedded within the overall UNTTC project - made it challenging to ensure a coverage that, on the one hand, represents both the width and the depth of the overall project interventions while, on the other hand, addresses coherence issues. In order to balance this, the evaluation team has included specific data collection and analysis tools both to address the wider global context and results (online surveys, global data trends, tracking of social media/websites and reports) as well as the more concrete "footprints" and roll-out of project interventions within partner countries. Still however, it has not been possible for the evaluation to collect feedback from a representative sample of beneficiaries and stakeholders of the project. This, together with an **inadequacy of project data/information maintained by the project team**, caused a significant limitation to the generalizability of the findings at the project level, including the assessment of the extent to which the project achieved its three intermediate outcomes.

As mentioned above, the **survey response rate** has for most of the surveys been rather low, which constitutes another key limitation of the evaluation. The relatively low survey response rates were not surprising however, based on UNCTAD's historical experience with conducting similar kind of stakeholder surveys. Thus, the evaluation team was very much aware of this risk and tried to mitigate the risk for too low response rates by reducing the surveys to take less than 10 minutes, and in most of the cases, only around five minutes. Nevertheless, the relative low response rate weakens the strength of the survey results and the ability to make use of them for cross-regional comparison. Thus, in general the survey results cannot stand alone. For this reason, the evaluation team has paid due attention to triangulating the survey results with observations and findings from the qualitative interviews and the desk review conducted. In addition, responses provided to open questions in the survey have added to the qualitative information.

4. Project Relevance, Needs and Priorities

4.1 Needs and priorities of participating countries

Finding 1.   UNTTC activities have had a broad and wide outreach, which has included support to a large number of countries and country beneficiaries within different country categories. At the same time, the project has been successful in reaching LDCs, SIDS and LLDCs through targeted interventions. According to the project document, beneficiaries of the project included primarily governments of Member States with an emphasis on LDCs, LLDCs and SIDS in the five regions. This in particular applies to signatories of the UN Inland Transport Conventions such as the TIR Convention and the Convention on the contract for the international carriage of goods by road (CMR), the UN/CEFACT, the Framework Agreement on Facilitation of Cross-border Paperless Trade, and ESCAP Intergovernmental Agreements on the Asian Highway Network, Trans-Asian Railway Network and Dry Ports etc. Besides governmental bodies, the project targeted specifically transport stakeholders such as the shipping industry, road and rail companies and private sector in general, Small and Medium-sized Enterprises (SMEs) conducting cross-border trading, Non-Governmental Organizations (NGOs) and academia etc.

According to the final project report, 170 countries have benefitted in some way or another from support under the project, thus UNTTC has had a global outreach. While some countries have received substantial technical support, other countries have just been represented by one or a few participants in a short training course or webinar of varying depth and length. Figure 3 shows a categorization of the countries supported by UNTTC by absolute number and percentage according to their status (LDCs, SIDS, LLDCs, developing or developed countries). The representation of developed countries (20%) is mainly due to participation from these countries in online courses and training activities which have largely been open to all interested stakeholders. Developing countries cover both LDCs, LLDCs, and SIDS, while SIDS and LLDC can also belong to the LDC group. As an example, while 24% of the included countries are LDCs, half of these are at the same time either SIDS (4%) or LLDCs (8%).

Figure 3.   Categorization of countries supported by UNTTC
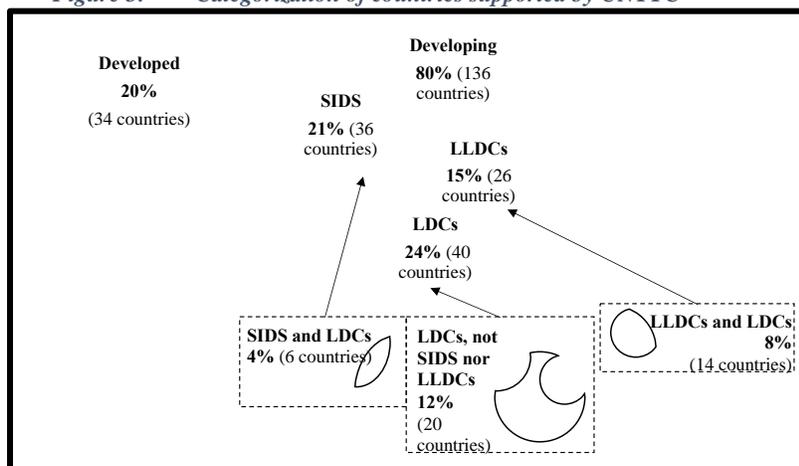
In the Final Project Report, the narrative includes more detailed description of the beneficiaries (countries) of targeted project support. Based on an assumption that the final report mentions all

targeted technical assistance and country-based support and research, Table 6 provides an overview of how this support has benefited different country categories.[12] For instance, ESCWA conducted country studies on trade finance in Oman, Lebanon, Algeria, Sudan and Kuwait resulting in specific country reports, thus these countries are included in Table 6. It is to be noted that this assessment does not reflect relative budget allocations but merely gives an idea of which country types have been the focus for targeted support. As above, developing countries constitute the most represented country category (95%). It is noted that LLDCs are very well represented in the targeted support compared to their overall representation in the project.

Table 6. Categorization of which country types received more in-depth support such as technical support or research studies

	Developed	Developing	LDC	LLDC	SIDS	Total
%	5%	95%	25%	25%	20%	
#	4	71	19	19	15	75

Note: The table does not sum to 100% as countries belong to multiple groups. Examples are Burundi that is both LDC and LLDC, or Kiribati that is both LDC and SIDS. 'Developing' cover both LDCs, LLDC, and SIDS.

Finding 2.   The countries selected and benefitting from targeted support have largely been satisfied with the support received which they consider highly relevant and in line with country requests. Key informant interviews with government representatives (31 in total, refer Table 4) in countries such as Vanuatu (SIDS), Kyrgyzstan, Uzbekistan and Zimbabwe (all LLDCs), Ethiopia (LLDC and LDC) as well as other developing countries such as Turkey, Azerbaijan, Pakistan, Tunisia and Iran where targeted support packages have been delivered (see case examples below) all indicated a high degree of satisfaction with the support received. Selection of countries for targeted support is most often based on an official request from the country to the specific UN entity. This support is therefore supposed to be relevant from the country's perspective, which was also confirmed by the stakeholder consultations.

The evaluation team however, also came across some examples where the relevance of the support could seem less obvious at first. One of these cases relates to the selection of Tunisia for support to connection of the national customs system with the eTIR international system. This support was based on an official request to ECE after ESCWA and ECE had encouraged a number of countries to participate (all contracting parties to the TIR Convention). According to key informant interviews, only Tunisia requested the support and was therefore selected. Tunisia is however neither an LDC, LLDC or a SIDS and does therefore not strictly comply with these country priorities. At the same time, Tunisia is not as relevant in light of its border to Libya which is not part of the TIR convention.[13] Nevertheless, Algeria is contracting party to the TIR Convention and Niger and Nigeria have expressed interest to join as well. Tunisia is also part of the Trans-Saharan Road Corridor which includes among others Algeria, Niger and Nigeria (this corridor only became operational in 2022). Thus, while there is interest in the region concerning joining the TIR Convention and other regional integration initiatives have been initiated, the full opportunity to demonstrate TIR was not present when Tunisia was selected as pilot country since not all neighboring countries are yet contracting parties to TIR. It is noted also that the support was also

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[12] Table 6 includes countries which as a minimum are mentioned twice in the Final Project Report and where the mentioning reflects targeted support to the country. Countries with only 2-3 mentions were double checked to ensure that they were not just mentioned because they had requested support or because the country had been represented in trainings.

well aligned with the Tunisian socio-economic response plan that highly emphasized the need to focus on digitalization and ensuring better access to information regardless of being a government stakeholder or SMEs.[14]

Finding 3. **The Building Port Resilience course was developed with participation of port authorities from numerous countries in Europe, Asia, South America and Africa who had an actual say in the development of the course. This enhanced the relevance of the course for port authorities across the world.** According to stakeholder interviews there was a high degree of consultation in developing the Building Port Resilience course and practical examples from across the different regions were discussed to strike a balance reflecting the different regions. Participants who took part in the development indicated that their inputs had been taken into consideration and were reflected in the final product. Survey respondents mentioned that the high focus on practical examples made the new knowledge more applicable within their own port community. This is also confirmed by the follow-up impact survey conducted by UNCTAD where 91% indicated that learning from the course had impacted on measures and actions taken. The course was first piloted in March 2021 and then officially launched in June 2021. Before the official launch the course was however carefully reviewed again by UNCTAD, Valenciaport and Valenciaport Foundation based on the feedback from the initial participants. Experiences from the pilot course influenced the revisions and an even higher focus on a didactic approach was ensured.

Finding 4. **The course on the impact of COVID-19 on commercial contracts during COVID-19 was timely and relevant and allowed for practical case examples to be shared. The representation of both men and women were well balanced and majority of participants were from developing countries and from a broad variety of organizations.** The course primarily targeted lawyers and legal advisors from public and private entities, as well as others involved in related training and continuing education, especially from developing countries. Overall, 224 participants were trained (from 60 countries). Out of these, 70% (157) were from developing countries; 51% (116) were female (of which 68% were from developing countries); 35% were Lawyers/Legal Advisers; 21% from Academia; 12% came from Traders/Commercial parties; 12% from Government; and 12% from Industry Organizations. According to stakeholder consultations there were no other similar courses implemented, thus the course covered a unique area of interest to many different types of organizations, thus reflecting the broad and wide representation of different organizations in the course.

According to stakeholder interviews there were elements of the course that required some legal competences to fully comprehend and therefore the course could have been a challenge to follow for two-thirds of the participants. The feedback from participants in the post-training survey however indicates that this was not the case in practice as there was an overall high satisfaction with the overall content, presentation and related materials.[15]

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[14] UNDP (2020), Economic Impact of COVID-19 in Tunisia. Analysis in terms of vulnerability of households and micro and very small enterprises.

[15] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Final Report, November 2022.

4.2 Alignment to COVID-19 socio-economic response plan and contribution to Governments' responses to COVID-19

The UN framework for immediate response to COVID-19 defines key focus areas and target groups to be supported by UN COVID-19 projects.[16] The framework specifies five thematic areas including a focus on health, social protection, economic recovery and protection of jobs, SMEs etc., macroeconomic response and social cohesion. It reconfirms the "leaving no one behind" emphasis and defines vulnerable target groups in risk of being further marginalized. These priorities are also aligned with the UN report "Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19"[17] where it is emphasized to ensure a "do no harm" approach in trade policies e.g. by removing tariffs and non-tariff measures on essential medicines and medical equipment, and promote innovative solutions for electronic exchanges to ensure flow of goods without risking spreading the pandemic. This overall framework has provided the foundation for country specific socio-economic response plans. This section therefore assesses essential elements and how the project has addressed these with examples from some of the countries but mainly focusing on specific types of countries and the relevance and alignment to their needs.[18]

Finding 5.   While UNTTC clearly reflects an ambition to ensure "a leaving no one behind" approach, mainstream gender and ensure protection of human rights in line with the UN framework, the practical approach to address these aspects was not clearly defined and only described in more general terms and statements. As mentioned above, the "leaving no one behind" terminology is strongly emphasized in the UN framework for the COVID-19 response. It is further explained as ensuring special measures are taken to protect vulnerable and marginalized groups. While "leaving no one behind" is repeated in the UNTTC concept note and project document the focus is mainly on which countries to prioritize and less on specific population groups. SIDS, LLDCs, LDCs are mentioned as key target countries and as reflected above these have been successfully targeted. The socio-economic response framework also explicitly identifies whom the most vulnerable people are and who is likely to be even further economically marginalized as a consequence of the pandemic. Women, older persons, persons living with a disability, minorities, indigenous people etc. are identified as requiring specific attention. There is however little reflection of whom the vulnerable groups are in UNTTC and how they will be supported directly or indirectly by the project.

The UN framework specifies human rights implications of the pandemic and defines indicators to be considered. This includes leaving no one behind, gender and ensuring gender-specific interventions and protection, rights to information and participation, addressing discrimination, racism and xenophobia, right to education, right to adequate food, water and sanitation, right to social protection and decent work etc. The UNTTC project document commits to identifying ways to eliminate discrimination and inequalities and ensuring equal participation and access to information by disclosing all materials, research studies etc. in an easily accessible way, primarily through the project website.

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[16] UN (2020), A UN framework for the immediate socio-economic response to COVID-19, April 2020.
[17] UN (2020), Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19, March 2020.
[18] 169 countries have been supported by the project and thus it is outside the scope to assess all.

The UN response framework emphasizes gender equality and inclusion on women in the response in line with SDG 5. The initial concept note submitted to DA-PMT on 29 April 2020 had no reflections on how gender would be considered. In the project proposal for phase 2 it is however emphasized that due attention will be paid to women owning SMEs and the critical role of women's leadership in the post COVID-19 recovery plans. UNTTC commits to ensure gender sensitive communication and making all materials available in an easily accessible manner including through a website. While these are all important aspects, support to SMEs and women's leadership has not been a very large part of the project making this focus slightly less relevant. There are some examples of work with SMEs such as ESCWA's focus on trade finance where governments, companies and banks were surveyed to understand the impact of the pandemic but, besides that, the topic has had a limited focus. In terms of women's leadership, ECLAC implemented a training session on women's empowerment in the maritime sector which supported women to advance and get a raise. There were examples of direct promotions due to their participation in the course. This training session was however already planned before COVID-19 and not much was changed but funding through the project allowed for it to be rolled-out. Nevertheless, besides that, women's leadership did not play a key role in UNTTC.

Finding 6. UNTTC has promulgated research on movement of critical goods and reaching hard to reach areas as part of its leaving no one behind approach. ESCAP and ECLAC, in close collaboration, commissioned studies of using airships as an alternative transport modality to reach hard to reach areas in the Amazon and SIDS (see case box under 5.1 on smart transportation). ECA's research study on "Impact of COVID-19 on Transport and Trade in Africa" and the policy brief on developing a pharmaceutical industry in Africa as part of the strategy of industrial development through import substitution are examples of how the project has focused on addressing bottlenecks in medical supplies for future pandemics. Likewise, ECLAC's analysis of the cold logistics chains in Brazil, Argentina, Paraguay and Chile necessary for the distribution of the vaccines is also an example of how to reduce some of the challenges in case of another pandemic, including for a landlocked country like Paraguay.

Vanuatu was an obvious choice for piloting ASYREC since it is one of the most disaster-prone countries in the world so humanitarian emergencies occur regularly. In order for Vanuatu to be selected as pilot country for ASYREC, it needed however to mobilize funds. There were several countries who showed interest to have the pilot implemented e.g., Madagascar, Nepal etc. but only Vanuatu managed to mobilize funds and was therefore selected. The Australian Government and Vanuatu contributed to the realization of the project, thus confirming the relevance and commitment from the government. The support was also aligned to Vanuatu's socio-economic response plan to the extent that it seeks to restore the international movement of people crucial to Vanuatu's economic recovery and contribute to border security.[19] There is also a strong emphasis on humanitarian response but no mentioning of digitalization, ICT or paperless trade in the plan.

The socio-economic response plan in Kyrgyzstan emphasizes a focus on digitalization and investment in the ICT sector and acceleration of the digitalization agenda.[20] It also analyzed how

[19] Australian Government (2020), Partnership for Recovery: Australia's COVID-19 Development Response: Vanuatu COVID-19 Development Response Plan, October 2020.
[20] UNDP (2020), The UN framework for immediate response to COVID-19 defines key focus areas and target groups to be supported by UN COVID-19 projects, August 2020.

barriers for trade imposed in the region due to COVID-19 affected prices on food and the likeliness that trade would be affected even after the pandemic. Focus on mapping non-tariff measures and monitoring these were thus highly relevant and also emphasized as a means to enhance transparency. The Kyrgyz Government requested for the integration of the TRAINS data system into their own system in order to ensure ownership of government agencies.

5. Project Achievements

This Chapter focuses on main activities, outputs and outcomes achieved under the three different clusters (presented, respectively in section 5.1, 5.2 and 5.3 below). The analysis is based on interviews with key stakeholders, surveys implemented as part of this evaluation, desk study of project documentation including research studies and reporting, and assessment of project collected data. Full survey results are included in Annex 4. Each cluster section starts with an overall assessment of the outcome level and then continues with analysis of the lower-level achievements (outputs, immediate outcomes).

5.1 UN Conventions, standards and recommendations for contactless solutions (enhanced cross-border trade)

As mentioned above, Cluster A focused on promoting *contactless* standards for trade and transport and was led by ECE. The cluster promoted the eTIR and UN/CEFACT, the Framework Agreement on Facilitation of Cross-border Paperless Trade as well as smart rail and road connectivity. Most funds within this cluster were allocated to eTIR (almost half of the cluster budget for Phase 2), followed by smart transport connectivity and UN/CEFACT.[21] The blue box below summarizes overall achievements at the outcome level for Cluster A: *Enhanced implementation and development of UN Conventions, standards and recommendations for contactless solutions, on national and regional levels, lead to safer and more efficient cross-border transport and trade operations*.

> Overall, the UNTTC has contributed considerably to *development* of UN conventions, standards and recommendations for contactless solutions and some concrete examples of *implementation* have been achieved. The eTIR has been piloted and implemented at country level in Eastern Europe, Asia and Northern Africa and the first ever concrete eTIR cross border contactless transaction has been completed. Development of the UN/CEFACT package of standards and artefacts for the digitalization of multimodal transport data sharing has progressed by digitalizing four key air cargo documents and key actors have initiated implementation of these standards. A standard for an electronic quality (eQuality) certification system for fresh fruit and vegetables has been developed, however implementation is still to be initiated. On smart transport connectivity, UNTTC has contributed to development of trade and transport guidelines in times of pandemic and provided the foundation for an enhanced focus on resilience and safety moving forward. While Member States consider the guidelines useful, the economic commissions have few resources available for follow-up, thus implementation is largely left to Member States themselves limiting concrete implementation results.

Main intermediate results within the different work streams contributing to results at the outcome level are discussed below.

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[21] UNTTC (2020) project proposal Phase 2. A similar budget breakdown on clusters and activities is not available for phase 3.

5.1.1 eTIR

Finding 7. UNTTC sped up implementation of eTIR during the pandemic. While the process for sorting out technical and practical specifications to eTIR was planned to take 3-4 years before the pandemic, the opportunities provided through UNTTC made it possible to reduce this timeframe to just six months. In February 2020, provisions specifying the legal basis for the paperless operation of the eTIR were adopted by the TIR Administrative Committee (AC.2), facilitating trade and seamless and secure movement of goods across borders globally. In order to have the full system in place a number of conceptual, functional and technical specifications of the system were needed (e.g. where to host the server, countries' access to the data, 900 pages had to be translated to French and Russian, the actual software, performance tests, mobile application had to be developed and security aspects needed to be considered). The eTIR international system application was an essential key aspect missing in order to facilitate the implementation. The app allows for clearance of TIR customs declaration prior to initiating the transportation and its electronic dissemination to all customs authorities en route and destination. Mobile applications were developed for both the truck driver and the customs officers using QR codes for the customs authorities to scan and verify the declaration / electronic guarantee. The app was developed to also include a COVID-19 test of truck drivers. UNTTC supported the TIR secretariat to finalize the eTIR system much faster than originally planned and, among key stakeholders, ECE is highly praised for its commitment and constant engagement with governments to implement the eTIR.

Finding 8. In order to connect national customs systems with the international eTIR, ECE has provided substantial technical support to countries across Eastern Europe, Western Asia and Northern Africa. This support was provided specifically to Azerbaijan, Georgia, Pakistan, Tunisia, Turkey and Uzbekistan who finalized the interconnection of their national customs system with the eTIR international system. Armenia finalized the requirement analysis in order to interconnect its national customs system with the TIR international system. This work culminated with the first eTIR transport completed between Azerbaijan and Uzbekistan. Since the two countries do not share borders the transport was done by multi-modal transport as a demonstration of the benefits of the eTIR. A key part of the work is to advocate for more countries adopting the eTIR since in the end it will only be truly beneficial if countries sharing borders all adopt it. Uzbekistan for instance is surrounded by countries who are doing less well in terms of transporting goods and thereby Uzbekistan is a key champion in demonstrating the benefits from the eTIR in the region. This is also illustrated by the government's high-level commitment that ensured that even if project funds were completed and the system was not fully in place, the government paid for the remaining technical support required. Data provided from the eTIR App will play a crucial role in promoting it to other countries.

Pakistan entered the eTIR in 2021 and then signed up for implementation. Pakistan's IT system was less developed so there was a significant need for technical support, which ECE delivered. According to the final project report, Pakistan had finalized and tested the interconnection of their national customs systems with the TIR International system. Nevertheless, still one conformance test was missing when the UNTTC was finalized and the plan was to have it done by mid-2023. While UNTTC did not follow this process all the way through, linkages were established to Iran and Uzbekistan who offered Pakistan technical support. Also, even if the system is ready to be launched, there is still a great need for awareness raising about the eTIR at the borders as well as

towards private sector. It is however the opinion of several stakeholders that the private sector will see the benefits and support implementation when they have seen the political will to develop the system.

Turkey has long been a strong supporter of the TIR and, with the national strategy on digitalization of customs in place and support from the highest political level, the UNTTC support to implementing eTIR was timely. Implementation of eTIR was planned for 18 months but the large number of documents that needed to be digitalized and IT challenges that needed to be corrected in order to link the national system with the international system, prolonged this process. Thus, while the UNTTC support kickstarted the implementation, the finalization of the system was conducted by Turkey itself. It should be noted that this is not fully in line with the final project report which indicates that both the interconnection in Pakistan and Turkey had been finalized within the project period. This was not confirmed by external stakeholder interviews.

Finding 9. **Azerbaijan and Georgia served as best practice examples for Tunisia who made good use of the learnings from these countries in its own implementation of eTIR. ESCWA and ECE played a key role facilitating this linkage.** Since Georgia and Azerbaijan had passed the conformance test and were well advanced with their eTIR implementation, they were both linked to Tunisia for cross-country learnings. They faced different challenges e.g. Georgia had some legal issues that needed to be sorted out while Azerbaijan (and also Uzbekistan) were more mature. Nevertheless, their recent different experiences were valuable to Tunisia which was selected as a pilot country by ESCWA. As mentioned above, Tunisia was selected since it was the only country that volunteered. Originally ESCWA had suggested to implement the pilot as a regional pilot since it required more countries to accept the process in order to make sense with the eTIR. The roadmap clearly emphasized the joint approach but this was not realized.

UNTTC has contributed to a much greater awareness of the eTIR system which is reflected in several other development actors funding the advocacy for eTIR. For instance, IDB provided USD 70,000 for a workshop in Morocco to train customs authorities to promote the eTIR (representatives from the customs authorities from 16 sub-Saharan countries were present) and, after the end of UNTTC, a similar size of funding has been provided by IDB for another capacity building workshop promoting the eTIR in Djibouti where eight countries from the region participated. Also, during the project, OSCE offered $25,000 in order for a new, business-oriented website to be developed for eTIR (www.etir.org) including a promotional video.

5.1.2   UN/CEFACT electronic trade and transport documents and data

As mentioned above, UNTTC supported ECE to develop a segment focusing on the harmonization of standards for the digitalization of data and document exchange in multimodal transport and trade.

Finding 10. **While there is strong competition on developing standards including from private sector, the UN/CEFACT is founded on consensus-building. A growing number of pilot projects underscores the transformative capacity of the UN/CEFACT standards, notably, the tests of the digitalization of documents in the ports of Ukraine, digital twin projects for exports of specific goods between Belarus and Central Europe, Ukraine, and**

Azerbaijan. UN/CEFACT's position as a subsidiary intergovernmental body focusing on trade facilitation and electronic business that is based on voluntary work from its members makes processes challenging and time consuming. At the same time, trade and transport cuts across a "soup of conventions" that makes it very challenging to take everything into account in developing standards. The data exchange standards and formats have then been digitalized allowing for easy application. While UNTTC allowed ECE to hire consultants to do the background studies, supporting the analysis, and organizing the process, the actual work was still done by 500 volunteers from the UN/CEFACT who all contributed to developing the standards. Large private sector companies are often developing their own standards and competition is substantial. Therefore, it is an important achievement when organizations, private sector companies etc. adopt a standard.

Currently there is no harmonization of data and documentation e.g. certificates of origins, licenses of goods etc. are all different in the SPECA region. A key focus has therefore been on data sharing along trade routes using various modes of transport between Europe and East Asia, crossing the Caspian Sea and Central Asia. Seamless flow of information, using ECE UN/CEFACT standards for digital data sharing, already facilitates trade and transport in the European continent which the SPECA region also wants to implement.

Finding 11.   UNTTC supported development of four different standards including the electronic International Federation of Freight Forwarders Associations (FIATA) Multimodal Bill of Lading. Acknowledging that full implementation of standards takes 10 to 20 years, it is a remarkable achievement that key actors have already started applying the standards. FIATA and UN/CEFACT experts collaborated in 2021 on digitalizing four key air cargo documents (Air Waybill (AWB), Dangerous Goods Declaration (DGD), the Consignment Security Declaration (CSD) and the FIATA Multimodal Bill of Lading. A key task of this work was to map out all paper documents and establish data standards to be digitalized. This development marked the completion of a package of standards and artefacts for the digitalization of multimodal transport data sharing for the key documents accompanying goods transported by all transport modes: road, rail, maritime, air and inland water. The main advantage is the possibility for interoperability in information exchange. According to FIATA and other external stakeholders, the collaboration with UN offered credibility to an area where competing interests are the reality and visibility to a topic that can be difficult to sell as an important priority.

While the developed standards still need to be fully implemented, a process that normally takes 10 to 20 years, remarkable progress has been achieved. Some major stakeholders in the EU region have already started implementing the standards. This includes the European Commission DG MOVE in the EU Electronic Freight Transport Information (eTFI) Regulation, as well as sectorial organizations such as the Organization for Co-Operation between Railways (OSJD) and International Rail Transport Committee (CIT) in the railway sector, and International Civil Aviation Organization (ICAO) in the air transport sector.

UNTTC also supported the collaboration between ECE and ASYCUDA to develop standards for an electronic quality (eQuality) certification system for fresh fruit and vegetables. The system allows exporters to request certificates directly in the eQCert system and then they submit customs declaration data to the national customs authority. It provides a high level, functional description of the main business processes to be managed by an electronic conformity certificate management

system for such goods. Both ECE and ASYCUDA had high expectations that such certification processes could be further expanded to other areas.

Expectations of UN partners to embrace the UN/CEFACT standards were not fully realized and there were some disappointments that the standards were not better adopted by other UN agencies. While important progress has been made across different entities and topics, the expectation to have the standards further integrated into the UN system was not fully realized. UNTTC promoted the use of standards and also supported a number of activities for promotion e.g. presentations in UNCTAD's course to NTFCs and to the other Regional Commissions, however not all implementing entities were interested in applying the standards in their work.

> **Azerbaijan – frontrunner on both the eTIR and the paperless trade agenda:** Azerbaijan is a LLDC that shares borders with seven countries. Azerbaijan was one of the first countries to join the Framework Agreement on Facilitation of Cross-Border Paperless Trade in the Asia-Pacific (CPTA) which entered into force on 20 February 2021. UNTTC funded an ESCAP commissioned Readiness Assessment for Cross-Border Paperless Trade which was published in 2022. Paperless trade and eTIR tallies well with Azerbaijan's digitalization strategy the "e-Azerbaijan". Also, Azerbaijan's incentive to sign up for eTIR and the CPTA was to ensure protection and security, harmonization and simplification, and improve revenue collection. As part of UNTTC, Azerbaijan participated in a pilot project on the implementation of the UN/CEFACT package of standards for the digitalization of trade and transport data and document exchange and have continued to work with this agenda after finalization of the project. This included Azerbaijan co-hosting a high-level conference on digital transformation and information exchange in supply chains in October 2022. At the same time, UNTTC supported implementation of eTIR in Azerbaijan and the country passed the conformance test in 2022, together with Uzbekistan and Georgia. Following implementation of eTIR in Azerbaijan, in January 2023 the very first eTIR transport took place between Uzbekistan and Azerbaijan.

5.1.3 Smart transport connectivity

Finding 12.   UNTTC helped intensify the regional dialogue and cooperation on using smart road and rail solutions along the different regional transport network, including the Asian Highway Network, the Trans-Asian Railway Network and the Trans-African Corridors.
ESCAP organized a special capacity building training programme on smart road and rail solutions to support COVID-19 response implemented since mid-2020, leveraging the platforms of its intergovernmental cooperation on Asian Highways and Trans-Asian Railway networks. The initial results of this work were presented in an international workshop on smart road and rail, where all five regional commissions took an active part.[22] One of the outcomes of this workshop was the decision by the working group on the Trans-Asian Railway to start considering a new annex to the Intergovernmental Agreement on Trans-Asian Railway Network dealing with electronic information exchange and to start work on the regional rail digitalization strategy, which was

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[22] International Webinar and Training on Smart Road and Rail (UNDA COVID):
https://www.unescap.org/events/capacity-building-webinar-smart-road-and-rail-solutions-transport-connectivity-covid-19

tabled for adoption in September 2023. An inventory of smart solutions along the Asian Highway Network has also been established.

ESCAP's initial work on Smart Transport Connectivity along the Asian Highway Network implemented in Phase I and II of UNTTC inspired ECA to also embark on smart and seamless transport. A substantial part of ECA's budget was allocated to a capacity building workshop in Senegal on "Smart and Seamless Transport and Trade Connectivity along Trans-African Corridors: Application of Smart Technology" which was organized as a side event during ECA's 2022 Conference of African Ministers of Finance, Planning and Economic Development (COM 2022). Only 12 African countries were represented[23] in this workshop and several interviewed persons indicated that some key countries specific key agencies were missing, in particular in relation to the trade and customs areas.[24] According to ECA, the workshop was attended by almost all African Union Commissioned registered Transport Corridor Authorities in Africa which implicitly represent countries in which they operate from.[25] Due to limited resources, invited representative from corridors were deliberately invited rather than inviting all 55 countries (each with two attendees, one for transport and another for trade). Invitations for the workshop however, reached participants late making it difficult also for some countries to join the meeting even if ECA sent various reminders and engaged with potential participants on phone. Thus, while there were benefits to conducting a physical workshop in this situation, poor planning and unclarity on whom should ideally represent the countries reduced its potential outcome. Interviews with participants who attended the workshop revealed that network relations had been established and used afterwards. A key learning is however that while it is important to have representatives from e.g. transport ministries represented, policy decision-making is taking place at a higher political level (e.g. ministerial councils). Thus, more needs to be done to ensure that key content from such workshops will be included in higher-level political fora.

Finding 13.   UNTTC has played an essential role in supporting the development of national and regional guidelines for trade and transport facilitation during the pandemic. There is however a need for the regional commissions to continue follow-up to ensure implementation. The "Continental Guidelines on Trade and Transport Facilitation for the management of persons, goods and services across Africa during the COVID-19 pandemic" was developed with and approved by the African Union (AU) but initiated by ECA. The initiative was taken based on a meeting of Directors General of Customs organized by the AU where customs experts expressed their support for the adoption of guidelines to facilitate cross-border trade during the pandemic. The guidelines are based on the ECA research "Impacts of COVID-19 on Transport and Trade in Africa" and also reflect feedback from a number of regional and international organizations such as the regional economic communities, World Health Organization (WHO), World Trade Organization (WTO), UNCTAD etc. While it is the responsibility of Member States to ensure implementation of the guidelines, ECA was praised for providing practical

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[23] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Final Report, November 2022.

[24] Typical invitation letter to workshop participants, 18 April 2022. In the invitation letter it was stated that both trade and transport stakeholders from both private and public entities would be brought together.

[25] For example, Central Corridor Authority brings together Tanzania, Rwanda and Burundi; Northern Corridor Authority operates Kenya, Uganda, Rwanda and South Sudan; and Dar es Salaam Corridor operates in Tanzania and Zambia. Addis-Djibouti Corridor, Kalahari Corridor and Lagos-Abidjan Corridor were also represented at the workshop.

recommendations that facilitate the application of the guidelines. It is also noted that the guidelines acknowledge gender equality as a human right and is aligned with the Strategy for Gender Equality and Women's Empowerment of the AU.

ASEAN adopted the COVID-19 Recovery Guidelines for Resilient and Sustainable International Road Freight Transport Connectivity in ASEAN. The Guidelines were developed through an inclusive process involving 10 countries in ASEAN. They were adopted in 2021 and later revisited in 2022 to further integrate examples from Member States resilience building. A key focus was on ensuring transport of medical goods. In order to continue transporting goods, new ways of working were implemented. For instance, facilitation of essential goods between Cambodia and Vietnam was maintained by having a Cambodian truck driver loading goods at the border post and then a driver at the Vietnamese side would pick it up at the border and continue the transportation.

Countries developed Standard Operating Procedures (SOP) for cross-border crossings and facilitation of trade. In Myanmar, a Memorandum of Understanding (MoU) was signed with Thailand in 2019 to facilitate trade. It was however suspended with the pandemic but now the ASEAN guidelines provide a good foundation for preparing the SOP between Myanmar and Thailand. While the guidelines were well received by Member States, several stakeholders mentioned the need for follow-up by ESCAP to push for implementation.

Finding 14.   The ESCAP/ International Transport Forum (ITF) workshops conducted as part of UNTTC provided useful learning that has influenced transport policies. Together with ITF, ESCAP conducted a range of workshops to build capacity for more sustainability and resilience in the transport sector of Asian countries. According to the online survey with participants, more than half of the respondents have adjusted or developed transport policies during the pandemic. Of the countries which did develop new policies, 75% used learnings from the workshops to adjust their policies (33% of these used them to a large extent). However, one in four survey respondents who made changes to their transport policies did not use it or only used it to a limited extent. This is most clear for respondents from LDCs where 25% didn't use the learnings at all.

Finding 15.   UNTTC has supported the focus on resilience towards future crisis situations and research and studies conducted as part of the project have paved the way for finding new solutions for safer transportation of goods. Stakeholder consultations emphasized the complete lack of preparedness for a pandemic in the transport sector and that the pandemic had made them realize that such situations are likely to occur again. UNTTC's specific focus on resilience in the maritime sector (see below), rail and road transportation and in finding new ways of transporting goods have therefore been highly relevant and laid important building blocks for future intergovernmental collaboration.

According to the online survey on ESCAP and ITF's capacity building workshops, the "resilience towards potential future pandemics" was rated as the most useful theme. The workshops covered three themes overall – environmental sustainability, inclusiveness, and resilience to potential future pandemics – and three out of four respondents found all of them useful to a minimum "some extent". All respondents found the resilience-theme useful, while environmental sustainability had more divided results. This theme had the largest share of people who only found it useful to a limited extent (14%), but also a large share who found it very useful (52%). Inclusivity is only

considered useful to a large extent by one third of the respondents (see Figure 4). According to stakeholder interviews, there had been very little focus on inclusivity issues in transport aspects in UNTTC activities in general.

Figure 4. To what extent did you find the following themes covered by the course useful for your subsequent work?
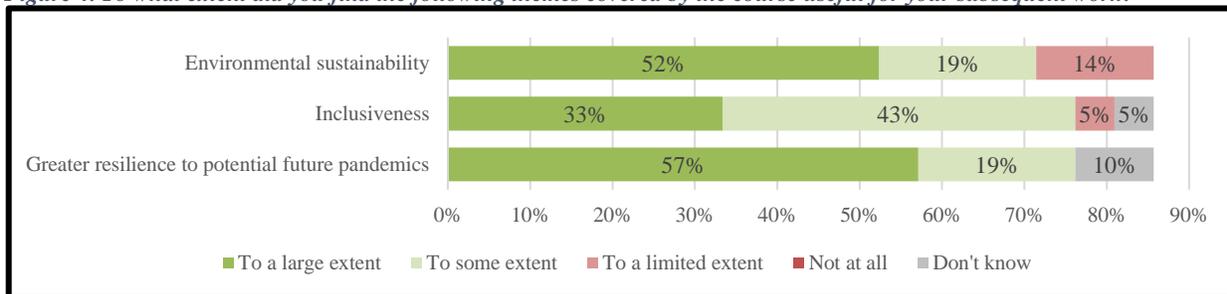
Issues regarding passenger transport were used by participants more than issues on freight transport after the workshops. The survey respondents indicated that the recommendations relating to *"transport policies and land-use planning are integrated to improve accessibility for citizens"* (on urban passenger transport) and *"technological improvements have been used to decarbonize non-urban passenger transport"* (on regional and inter-city transport) were the two most used aspects in their work after the workshops. Almost two out of three respondents (62%) found the recommendations useful to a large or some extent. On the other hand, the aspect of freight transport that was mostly used was *"price incentives have been aligned with decarbonization ambitions to encourage carriers to invest in low-carbon vehicles rather than conventional fleets or fuels"* which was found useful by 43% of the respondents. This is less than any of the aspects relating to urban or inter-city passenger transport.

The pandemic has shown that railway transportation has been much more resilient and easier to operate without contact than transportation by road. While ESCAP has been advocating for railway transportation for a long time as an environmentally sustainable mode of transportation, the pandemic has made Asian Member States realize the need for further strengthening railways to enhance resilience. According to ESCAP, studies and research on how to continue trade during crisis situations conducted as part of UNTTC have been crucial for further advancing the resilience and climate change agenda in the region and it is a clear strategy to further built on these achievements through intergovernmental collaboration.

ECLAC also conducted studies and webinars on railway connectivity and provided technical assistance on the Chile-Argentina railway interconnection. Even if the result was that investments would be too substantial, according to project staff the support still provided good insight into the sector. ECLAC collaborated with ESCAP on a number of studies on hybrid airship technology in SIDS and LLDCs. The airships, in combination with other traditional and new technologies, bring to these remote islands a new transport system that promotes sustainable and resilient logistic services and infrastructures and contributes to the implementation of the SDGs.[26]

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[26] ECLAC and ESCAP (2021), Airship Technology for Air Connectivity and Humanitarian Aid in the Caribbean and the Pacific. Transport and trade connectivity in the age of pandemics. UN Solutions for contactless, seamless and collaborative transport and trade. Technical note, 26 July 2021.

Hybrid airship technology in Brazil can support linkage to the Amazon for humanitarian matters as well as business opportunities. The pandemic highlighted the need for better connection to remote areas in the Amazon for humanitarian support but also to ensure better linkage and potential trade opportunities for local producers. Access to these areas is a huge barrier for development. ECLAC's Airship Policy Brief (2021) highlighted that environmental degradation will be too severe to build roads to connect the Amazon Basin and therefore airships are considered a good alternative. Through UNTTC, ECLAC funded infrastructure experts to conduct a pre-feasibility study in Brazil that also included a climate change expert to ensure assessing potential damage in a sensitive environmental context. The study showed that hybrid airship technology is a financially viable solution that responds to demand from both local government and local producers. While this is an important first step to finding alternative transport solutions, and the government and important private stakeholders have indicated support and interest, it requires a more in-depth feasibility study to fully explore. Such a study is costly and requires external funding but in order to realize external support from e.g. World Bank, ECLAC could play a key role in following-up with a physical mission to Brazil to ally with key stakeholders and ensure ownership and by-in, thus preparing the ground for a larger investment in a feasibility study.

5.2 Seamless capacity for efficient cross-border trade and transport flow

As mentioned above, this cluster focuses on *capacity building* of key trade and transport actors to facilitate trade and is mainly implemented by UNCTAD. This section includes an assessment of results from the project concerning ASYCUDA/ASYREC, international commercial transport and trade law, building capacity of NTFCs and the work towards mitigating NTMs. The planning and implementation of these activities represented the majority of the budget allocations for Phase 2.[27]

The blue box below summarizes achievements at the outcome level for Cluster B: *Improved capacity for efficient cross-border trade and transport flows, including commercial law and NTMs, towards the development of seamless solutions to COVID-19 challenges.*

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[27] UNTTC (2020) project proposal Phase 2. A budget breakdown at cluster and activity level is not available for Phase 3.

Overall, UNTTC has strived to strengthen capacities through development of IT systems, e-learning courses, webinars etc. While this has in some instances yielded concrete results, in several cases implementation and uptake is still to be seen at a wider scale. Development and enhancement of IT-systems such as ASYREC and NTM both have strong potential for supporting countries response to future crises. E-learning courses have been developed (or initiated) to build capacities among stakeholders to make use of these systems. However, the actual roll-out was not fully completed during the project period. For NTMs, the system is in place but data still needs to be updated to make it fully functional. Webinars and online courses have also been conducted to strengthen capacities for supporting seamless solutions for COVID-19. The course on international commercial contracts yielded high satisfaction rates and there are good concrete examples of policy development being informed as a result of this work. Likewise, through UNTTC it has been possible to expand on the NTFCs Empowerment Programme and focus on capacities in terms of crisis response and gender equality. However, while there are indications that UNTTC has contributed to building of capacities of NTFCs, there are at the same time indications that the online training course modality may have had a negative impact on completion rates (see also findings on building port resilience).

Main intermediate results within the different working streams contributing to results at the outcome level are discussed below.

5.2.1   ASYCUDA[28]

Finding 16.   ASYREC was already being developed when the pandemic hit but the additional support provided through UNTTC allowed for piloting it in-country and developing an e-learning platform to train country stakeholders and others in applying the system. Discussions between the UN Office for the Coordination of Humanitarian Affairs (OCHA) and ASYCUDA was initiated in 2016 and even if the interest from both parties was high, it was difficult to raise the funds since UNCTAD had no humanitarian funds and OCHA had no funds for developing IT-systems. Eventually, UNCTAD managed to find a way to fund the development of the ASYREC which is designed to assist National Disaster Management Authorities and Customs Authorities to prioritize and speed up processing and delivery of humanitarian relief. The ASYREC system was nominated for the 2017 Secretary General Awards under the category "Innovation and Creativity". While this was already an impressive result, the system had never been piloted in-country. Several countries, including Nepal and Madagascar, were interested in becoming a pilot country but since Vanuatu managed to mobilize funds, it was selected as the first pilot country.

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[28] ASYCUDA is an UNCTAD programme focused on customs but has been adapted for an innovative way of coordinating humanitarian support. As of 2021, ASYCUDA was used daily in approximately 100 countries and territories including 41 out of 54 countries in Africa, 38 out of 46 LDCs, 34 SIDS, and 21 out of 32 LLDCs. UNCTAD (2021), ASYCUDA Gender Balance Report, 2021.

ASYREC in Vanuatu: In March 2020, the island was hit by two tropical cyclones at the same time as the world closed down due to COVID-19. A state of emergency was declared, and the humanitarian situation was severe. Prior experiences with goods being shipped into the country without any coordination and the need to protect citizens against COVID-19 made it highly relevant to focus on how to ensure that the most needed goods would be delivered. ASYCUDA is the largest government system in place and has continued to be expanded to new areas. In total, it has 400 individual users representing both government authorities and private sector operators. A further expansion of ASYCUDA with the ASYREC module would however require proper preparation and training of the users of the system. Through UNTTC, nine months of technical assistance for development of an ASYREC e-learning platform and modules, software, development of the Vanuatu portal and e-certification standards was supported. The e-learning course has been developed, and now humanitarian partners need to be trained in applying the system. This process has however been delayed, partly due to a cyber-attack, postponing the full operationalization of the system.

Finding 17.   While the ASYCUDA COVID-19 guidelines have largely been adopted by customs administration, and in particular by SIDS, not all changes have been maintained after the pandemic. The first UNTTC activity conducted by the ASYCUDA team was to develop "Guidelines on Threats, Risks and Possible Solutions for National Customs Authorities and Humanitarian operators" based on an assessment of ASYCUDA user-countries' experiences responding to COVID-19. In order to understand the level of implementation of these guidelines the evaluation team followed up with an online survey.

Two thirds of the respondents to the evaluation team's online survey informed that they had adopted the ASYCUDA guidelines in their customs administration during the pandemic. SIDS have to the largest extent adopted the guidelines (100% of SIDS responded that they adopted the guidelines to a large or some extent). A large number of SIDS - as of 2021 34 SIDS[29] - uses the ASYCYDA system and as reflected in the case box, ASYCUDA is the largest public system in Vanuatu. Fiji is the host of the regional Pacific ASYCUDA hub with 13 staff members. The ASYREC is also hosted in Fiji and, while Vanuatu was the pilot country, a new DA funding will be used for scaling the system to 11-12 Pacific islands and implement the e-learning on ASYREC.

Customs administration measures adopted during the pandemic were often continued after the pandemic. The evaluation survey results show that when a measure was adopted by a country during the pandemic it was most often continued afterwards and not rolled back. The measures that were not continued however most often concerned tax policy changes or specifically regarding protective equipment for personnel (see the light red boxes in Figure 5). Tax policy changes were to a high degree adopted during the pandemic compared to other measures that often were in place before the pandemic as well, and the measures were not necessarily meant to be continued after the pandemic (they covered policies to reduce tariffs on essential medical equipment and COVID-19 tax policy response).

Paperless processing measures were implemented most but often already before the pandemic. Almost 70% of the survey respondents informed that they have adopted electronic communication,

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[29] UNCTAD (2021), ASYCUDA Gender Balance Report, 2021.

payment, and document handling in their customs administration. This is the highest rate of adoption across the ASYCUDA guideline themes. Even though the measures were already in place before the arrival of the pandemic for most countries, respondents mentioned that the ASYCUDA guidelines provided the necessary basis for negotiating with the authorities as they were implementing new national measures on ICT infrastructure when they received the guidelines. Stakeholder interviews however also indicated that while the pandemic had spurred a process towards more paperless customs and exporting documents these were largely being rolled back. In Thailand, electronic documents were implemented but, after the lift on restrictions, customs authorities have tended to go back to physical documents, mainly because of convenience of continuing practices as they were.

Trade data analysis and organizational arrangements have yet to be adopted widely. Even though the ASYCUDA guidelines promoted the use of their reporting tools for impact analysis, one third of the survey-respondents did not adopt any measures on trade data analysis during or before the pandemic. Similarly, 25%-33% of the respondents have not adopted measures regarding organizational arrangements (like virtual communication frameworks, helpdesk for remote support, or a Central Processing Unit). This is not unique for any of the country classifications, but the survey has revealed a similar pattern across SIDS, LLDCs, and developing countries.

Figure 5.   *Implemented aspects of the ASYCUDA guidelines to customs administration.*
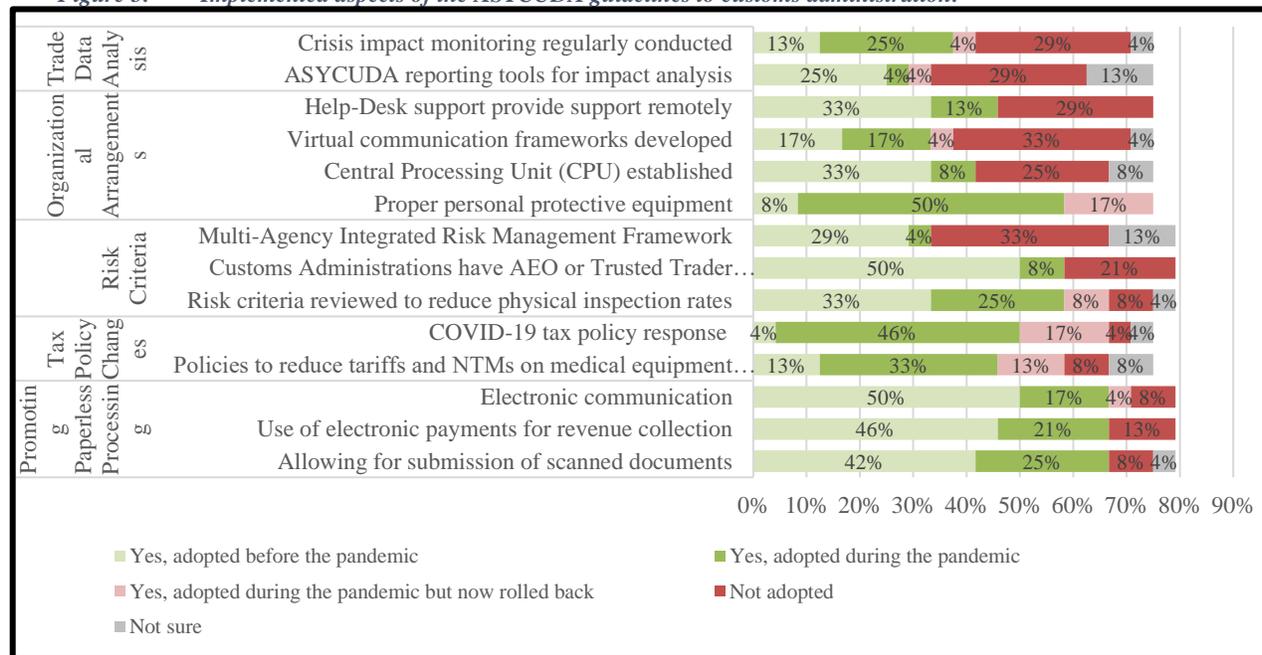
5.2.2   International commercial transport and trade law

The massive delays in the maritime industry during COVID-19 spurred a need to providing analysis and guidance on the legal implications of the pandemic for key commercial contracts (carriage of goods by sea and international sale of goods) and related policy consideration. Therefore, a number of analytical studies were carried out and, based on these, a course targeting in particular legal advisors was developed and implemented through UNTTC.

Finding 18.   The course on implications of the COVID-19 pandemic for commercial contracts resulted in an enhanced understanding of aspects of commercial contracts in a pandemic setting. The course was mainly used for informing decision making and addressing the novel challenges posed by the pandemic and the complexity of the legal issues involved. Nearly two thirds of the respondents from the survey conducted as part of this evaluation found that the course had significantly helped them understand aspects of commercial contracts in a pandemic setting which represents a success. In particular, representatives from LDCs (including those who are also LLDCs) were positive towards the course. Representatives from SIDS were less positive with the majority indicating satisfaction rate "to some extent". The survey respondents were generally satisfied with the coverage of the different topics in the course.

Most participants responded that they used the course for informing decision making, advice or policy development. This applies to 71% of all respondents which is a significant achievement. This in particular related to representatives for LDCs who all except one indicated that this was the case. In comparison, only 50% from developed countries indicated using the course for decision making. The main reason given for not using the course for decision making was the lack of an opportunity to do so. One participant however mentioned that larger companies have stronger bargaining power on clauses and therefore it had not been possible to influence these. Nevertheless, participants found themselves better equipped with an improved understanding of the process behind the development of clauses.

Stakeholders interviewed for the evaluation highlighted the importance of the course being able to share a concrete example of a contractual standard form clause with participants. The approval to share the full text of the clause was given after the finalization of the course, as the clause was only publicly released at the end of June 2022. However, the text was made available to UNCTAD for training purposes during the last course in early June (ahead of publication) and participants were informed of how they could access it when it was released and it was made available on the UNTTC webpage. When asked whether participants had used the course for developing contractual clauses, 45% indicated to have used it for this purpose. For LDCs the percentage was 57%. The main reason for not making use of the clause was the lack of an opportunity to do so.

According to the online survey implemented during the evaluation, almost all survey respondents replied that the course material had been useful for their work (62% indicated significantly and 32% to some extent). In particular, the practical application of the material was emphasized although comments in the survey also indicated a need for inclusion of more cultural aspects. Course participants also largely agreed that the course material and reports to a high degree have been used after the course with around three quarters of the survey respondents indicating having used the material afterwards. This was also confirmed by the stakeholder interviews.

A little less than half of the respondents also indicated that they had shared course material with other stakeholders. The report "COVID-19 implications for commercial contracts: Carriage of goods by sea and related cargo claims" has been shared the most. This tallies well with web statistics where this publication was the most downloaded report with 1506 downloads and 1116 unique downloads from October 2020 to September 2022 besides the Review of Maritime

Transport 2021 which has a much wider audience.[30] The survey responses indicate that LLDCs most often shared the report "Contracts for the carriage of goods by sea and multimodal transport."

Another indication of the relevance of the course materials, is the extent to which the materials have been applied for training of others. The survey implemented as part of this evaluation confirmed that one third of the participants had trained others. Course participants from LLDCs and LDCs most often used it for training of others (67% and 60% respectively) while participants from developed countries and SIDS did it the least (20%). One course participant from academia had for instance used the material for teaching students of maritime law. While this indicated the relevance and usefulness of the material, it was also noted by some that the material would have by now been largely outdated. This is likely due to the fact that disruptions due to the pandemic and related measures have decreased in 2023.

5.2.3   National trade facilitation committees

Finding 19.   While the UNCTAD NTFC Empowerment Programme was initiated in 2016, UNTTC allowed for its further development expanding the toolbox with online tools enhancing the potential for reaching a higher number of NTFC members and allowing for more differentiated support depending on NTFCs' maturity. UNCTAD has focused on training both government officials and private sector representatives to successfully carry out their mandate to implement trade facilitation reforms, including the provisions of the WTO Trade Facilitation Agreement, in a coordinated manner to efficiently streamline international trade. NTFCs have been empowered through the NTFC Programme since 2016 but from 2020 these capacity building courses were launched online as part of UNTTC. This marks a shift from face-to-face only training to the current hybrid holistic support approach where NTFCs can chose from a wide range of technical assistance products and methodologies depending on the needs of the NTFCs. NTFCs were also supported to develop and implement coordinated crises response plans based on recommendations from rapid needs assessments and training of committee members, as well as applying standards for NTFCs. Six rapid assessments were conducted as part of UNTTC.[31]

Tuvalu was one out of 31 countries which received advisory services regarding the NTFC's functioning and its empowerment, transparency measures, trade information portals and awareness raising. According to stakeholder interviews, 12 members of the NTFC in Tuvalu were enrolled in the e-learning course, which was offered free of charge, but four to five of them had to drop out of the programme due to lack of time to complete it. This is at level with the overall completion rate of 61%.[32] When comparing across country groups it is however interesting to see that SIDS normally perform better than other countries with a 77% completion rate. Only considering LDCs (including those which are SIDS and LLDCs) the completion rate is 68%.

NTFCs in Namibia, Eswatini, Malawi, Lesotho, Botswana, Zimbabwe and Zambia also received support in mainstreaming gender and trade facilitation through an online training session conducted during the two first quarters of 2021. Table 7 illustrates the status on female members in NTFCs in these countries based on data from UNCTAD's webpage and the UN Global Survey in 2021 and 2023. Here it is noticed that both Namibia and Malawi have progressed from 2021 to

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[30] Web statistics provided by the Trade Logistics Branch.
[31] Bolivia, Peru, Ecuador, Honduras, Mongolia and Zimbabwe.
[32] Out of 1124 participants, 689 completed the course.

2023 as reflected in the UN Global Survey. Especially Namibia has progressed from not having women in their NTFC in 2021 to have fully implemented this recommendation in 2023. Data from UNCTAD's webpage indicate a female representation of 70% in the NTFC as per end 2022. While this cannot be attributed solely to UNTTC it is likely to have contributed to this progress. It is however also noted that Eswatini, Lesotho, Botswana, Zimbabwe and Zambia have not further progressed from 2021 to 2023 according to the UN Global Survey. Comparing the data on female representation in the NTFC in Zimbabwe from UNCTAD's webpage (35% representation) with stakeholder interviews, there has however been progress and as reflected in the text box below, females now represent 40% of the NTFC. Also, other changes have occurred in Zimbabwe. For instance, customs have established facilities for babies since it was realized that cross-border traders were often women with small children. There has also been recognition that more could be done to ensure better consultations with vulnerable groups e.g. by having meetings at the borders and consulting with the traders there.

Table 7.   Women membership in NTFC's

	From UN Global Survey	
Country	Women in NTFC, 2021	Women in NTFC, 2023
Namibia	Not implemented	Fully Implemented
Eswatini	Not available	Not available
Malawi	Not implemented	Planning stage
Lesotho	Not available	Not available
Botswana	Not implemented	Not implemented
Zimbabwe	Partially implemented	Partially implemented
Zambia	Not implemented	Not implemented

* https://unctad.org/topic/transport-and-trade-logistics/trade-facilitation/national-trade-facilitation-bodies/country-detail?country=ZW

Finding 20.   The introduction of questions on trade facilitation in times of crisis as part of UNTTC was continued in the UN Global Survey 2023 edition with all regional commissions collecting the relevant data. All countries had a minimum of one crisis-measure for trade facilitation in place in both 2021 and 2023. In 2021 when the first UN Trade Facilitation Survey investigated measures to facilitate trade in times of crisis, all countries (except one) had a minimum of one out of five possible measures in place. This did not change in 2023. The most common crisis-measure to be implemented in 2023 was coordination between countries on emergency trade facilitation measures (71%), but both online publication of emergency trade facilitation measures and agencies in place to manage trade facilitation in times of crises and emergencies were very common (69% and 68%).

Finding 21.   The Reform Tracker has successfully been launched as a part of UNTTC and Member States have experienced the benefits of the tool and the ability for NTFC members to hold each other accountable for ensuring implementation of recommendations. The Reform Tracker for WTO Trade Facilitation Agreement was launched in 2021 and is a web-based project management and monitoring tool for trade facilitation reforms. It has been designed by UNCTAD to empower NTFCs in their role as coordinators of trade facilitation initiatives. The Reform Tracker keeps track of progress and who in the NTFC is responsible for addressing specific recommendations. Thus, it allows NTFCs to clearly see who is on track with his/her tasks and who

is not. According to stakeholder consultations this has been an important tool to keep each other up to speed and allow for follow-up if some members are not delivering. However, there is a need to further promote it since several NTFC stakeholders consulted did not know about the tool.

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NTFC and Reform Tracker in Zimbabwe

There are 36 representatives from both public and private entities in the NTFC in Zimbabwe of which 60% are men and 40% are women. However, only 28 members are active. The Reform Tracker was implemented in 2021 as part of UNTTC by UNCTAD and progress on implementing recommendations has become very evident since then. According to Zimbabwean stakeholders, the Tracker reveals when representatives have not delivered on their promises and is thus a fruitful accountability tool among committee members. This is evident by the progress the committee has made since 2021 whereby 72% of TFA measures have now been implemented (as reflected by the Reform Tracker). At the same time, coordination between countries on emergency trade facilitation measures, additional trade facilitation measures in times of emergencies and a plan to facilitate trade during future crises are all measures put in place with support from UNTTC. While the NTFC in Zimbabwe has progressed well on key indicators, coordination during the pandemic was not done through the Committee. Thus, the Committee is still falling short of delivering on its mandate to facilitate trade.

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5.2.4 Non-tariff measures

Finding 22.   UNTTC has allowed for initiating the pilot of the TRAINS system at country level and while it still needs to be fully implemented with updated data, it has the potential to become a model for other countries to follow. Three specific countries/regions were provided support by the UNCTAD-NTM team: Kyrgyzstan, Vietnam and a regional support to Latin America. As reflected in the case example in the box, ECE and UNCTAD provided support to integrating TRAINS within the national system in Kyrgyzstan that has great potential to be fully implemented when the data is updated. Also, the government has already considered the risk of high staff turnover by requesting the development of an e-learning course to ensure a basis course for employees. "*The system is as good as the data you put in*" as one of the stakeholders mentioned. This is however yet to be achieved and there is still a need to capacitate stakeholders to update the system. While the intention was to ensure roll-out of the pilot from Kyrgyzstan, the war in Ukraine more or less put the process on hold. UNCTAD also supported Vietnam to integrate TRAINS into the national trade portal. UNCTAD's contribution was one component out of several in a larger support package from the UK. The set-up in Vietnam was slightly different than in Kyrgyzstan since the government is not collecting the data on their own but has outsourced this function to the Central Institute for Economic Management (CIEM). CIEM staff members were trained and then it is the intention that CIEM will sustain the system and update the data.

Integration of UNCTAD's TRAINS with national Kyrgyz system: Kyrgyzstan's socio-economic response plan emphasized the need for promoting digitalization to minimize the socio-economic impact of COVID-related lockdowns, and to improve access to finance, e-governance, and e-health, reduce or eliminate the digital gender and urban-rural divide, and strengthen remote learning capacity in the education system. During the pandemic it was a severe challenge to transport medical goods, and ECE identified NTMs as the bottleneck and reached out to the NTM team in UNCTAD with the intention to support the government in integrating the national system into TRAINS. Funds were therefore transferred from ECE to UNCTAD who could then hire a consultant to support the integration. While it was a challenging process with identification of 1,000 NTMs (and assessment of 300 of these), the support has provided hands-on capacity building of government actors to handle the system. High staff turnover is seen as a critical risk and therefore the government has requested development of an e-learning course for staff members to complete to mitigate the risk of suddenly having no staff members in-house with competence to handle the system.

5.3 Strengthened regional and sectoral collaboration

This cluster focuses on regional integration. As mentioned above, the cluster has a specific focus on establishing data and online resources on the COVID-19 response and impact at the regional level (all regions) and developing policy recommendations based on these. In terms of budget, most funds for activities in Phase 2 were allocated to the regional commissions (ESCAP in particularly), as well as TrainForTrade and port resilience.[33] The blue box below summarizes achievements at the outcome level for Cluster C: *Strengthened regional and sectoral collaboration leading to a greater cooperation and synergies in responding to the COVID-19 pandemic.*

> Overall, the regional collaboration in particular in Asia and Pacific has been strengthened as a result of UNTTC. The focus on resilience in transport and trade has brought Member States together which is best illustrated by the adopted Regional Action Programme for Sustainable Transport Development (2022-2026) where a scaled focus on resilience was agreed upon. Strengthened sectoral collaboration has been achieved mainly in the maritime sector where several capacity development activities have been implemented to built resilience in the sector. This applies to sharing of resilience lessons learned across ports around the world but also to capacitating port staff and management to allow for continued operation of ports in times of crisis. There are concrete examples of how ports have managed to reduce personal transactions and how inspections are now done with a reduced number of people involved. Also, cross regional leaning has been realized through the UNTTC and concrete results at the national level in e.g. Philippines and Ghana have been realized.

Main intermediate results within the different working streams contributing to results at the outcome level are discussed below.

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[33] UNTTC (2020) project proposal Phase 2. A similar budget breakdown is not available for Phase 3.

Finding 23. **The Policy Hackathon implemented by ESCAP to identify and develop model provisions in regional trade agreements tailored to trade in times of crisis was innovative and led to publication of a Handbook and development of capacity building workshops at both regional and global level.** The main goal of the Hackathon was to develop innovative solutions to improve trade provisions and ensure keeping essential supply chains open during a crisis. By encouraging countries to share policy measures the intention of the Hackathon was for countries to learn from each other during the pandemic but also enhance resilience and preparedness for future crisis by sharing experiences and enhancing coordination. All interested trade negotiators and experts from government, academia, think tanks, international organizations, and civil society were invited to contribute to submit policy briefs or research papers that would then constitute an online repository. The best 12 contributions were presented for inspiration to others in online webinar sessions afterwards. The Handbook was developed based on the inputs and contributions to the Policy Hackathon and capacity building workshops were developed based on the Handbook.

More than 700 participants took part in the two different courses (a pilot with ESCAP and a global course involving also UNCTAD) on the Handbook on Model Provisions in Times of Crises and 63% of participants completed the course and obtained a certificate.[34] In the online survey with participants conducted as part of this evaluation[35], half of the participants from the ESCAP/UNCTAD course on negotiating regional trade agreements in times of crisis indicated that they had been able to apply the knowledge in their work to a large extent.

> *"I took the course during the time Uganda was suffering the second wave of the Pandemic. At the time, I was responsible for shipping of relief items, some were shipped to our headquarters in China. Other items were shipped to Uganda, to support the Uganda team and some donated to the Ministry of Health. The topic was helpful in explaining the basis for the supply chain challenges of relief items at the time and this helped us put more measures in securing the shipments. Actually, a portion of the first shipment was lost in transit. But after application of concepts learned, we were able to have complete consignments."* (Male from an international organization).

Half of the respondents also indicated to have used the Handbook in their work to a large extent. Males have tended to use the Handbook more than females, with 63% of males responding to a high degree compared to only 28% of females. Men also seem generally more satisfied than women in their assessment of use of the aspects of essential goods and services covered in the Handbook. One explanation for this is that this is not a main area of work for women. Nevertheless, the general use of the knowledge on goods and services was high with 83% indicating "to a large extent" (46%) or "to some extent" (37%). Some of the participants offered examples of how they had been able to use it in practice (see text box above). The use of the Handbook's coverage of trade facilitation was generally assessed well and 80% assessed the use of this aspect "to a large extent" or "to some extent". This was also the case with the post-training survey where trade

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[34] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Final Report, November 2022.
[35] It should be noted that the survey had a relatively low response rate, thus the survey results need to be interpreted with some caution.

facilitation was rated second in terms of providing most useful knowledge.[36] According to the survey results, the least positive aspect was the coverage of paperless trade.

Table 8.   Survey responses on the usefulness of trade facilitation's coverage in the Handbook

	To a large extent	To some extent	To a limited extent	Not at all	blank	Total
Legal aspects of trade facilitation	52%	37%	0%	0%	12%	100%
Trade facilitation options on paperless trade	46%	35%	6%	2%	12%	100%
Trade facilitation options on other measures related to expedited release and clearance of essential goods	50%	33%	4%	2%	12%	100%
Trade facilitation options on cooperation between border agencies and trade facilitation committees	52%	33%	4%	0%	12%	100%

Sanitary and Phytosanitary (SPS) and Technical Barriers to Trade (TBT) Measures and Intellectual Property Rights were assessed as the least useful areas of the Handbook in the survey responses. Males were more critical than females toward SPS and TBT and some found it to be an unnecessary topic for the Handbook to deal with. Also, it was highlighted that it required more practical use in the training to fully grasp and lastly it was not participants' main area of work. In the post-training survey SPS, TBT Measures and intellectual property rights also came out as some of the less useful aspects.[37]

Figure 6 illustrates survey respondents' assessment of the different elements of digital trade reflected in the Handbook. According to the survey responses, the most useful aspects of the Handbook in this area have been RTA provisions on electronic signatures, electronic authentication, domestic electronic transaction frameworks as well as legal aspects of digital trade. The least useful aspect, according to the survey responses, was the "bridging the digital divide (incl. access to affordable devices and internet)".

The focus on transparency was in general considered useful among the respondents to the evaluation survey (81% responding to a large or some extent). Transparency has also been highlighted by a number of key stakeholders interviewed for this evaluation as a key reason for working with paperless trade and digitalization of trade documents. While there are still possibilities to circumvent transparency measures and take advantage of e.g. traders by claiming limited connectivity at border crossing (which is also often the case) or claim that electronic documents are not original etc. it is still considered an important means to preventing e.g. corrupt practices.

The focus on Development and Building Forward Better is less elaborated in the Handbook as well as in the course and consists mostly of areas that need more careful study such as investment, labor regulation, environmental protection, SMEs, and gender. Around half of the survey respondents considered this agenda useful to a high extent and male respondents more than female respondents. Building forward better was also rated least useful in the post-training survey.[38]

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[36] Course survey report, Global Course on Negotiating TRAs for trade in Times of Crisis and Pandemic.

[37] Course survey report, Global Course on Negotiating TRAs for trade in Times of Crisis and Pandemic.

[38] Course survey report, Global Course on Negotiating TRAs for trade in Times of Crisis and Pandemic

Figure 6. *Survey respondents assessment of the usefulness of specific aspects of digital trade covered in the Handbook*
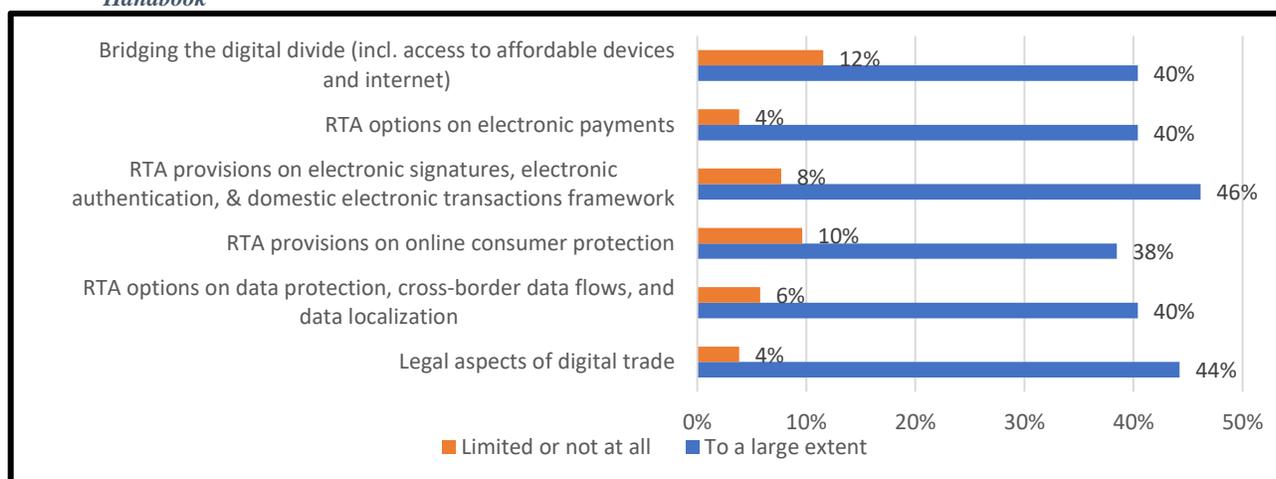
Around one third of the survey respondents indicated that they have used the training materials to train others. Two-thirds have shared the Handbook with others while 42% have shared the training material.

Finding 24. UNTTC has allowed ESCAP to further advance its focus on paperless trade through the Readiness Assessments. Several of the Readiness Assessments have led to the mobilization of funds for conducting other relevant activities including more in-depth feasibility studies. As mentioned above, the Readiness Assessments are based on the Legal and Technical Readiness Checklist developed to support the implementation of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific. They identify gaps and good practices for countries to learn from, as well as contribute to regional discussions for advancing cross-border paperless trade for efficient trade procedures. In total, ESCAP has completed 18 readiness assessments since 2018 of which four were funded by UNTTC (Azerbaijan, Philippines, Tonga and Tuvalu).

Previous to the pandemic, the assessments were conducted mainly by international experts. However, when the pandemic hit, the responsibility for conducting the assessments was shifted towards national consultants with remote support from international experts. In order to support the work of the national consultants in the best possible way, a guideline with examples on how to understand specific aspects and what to be aware of were developed by two of the international experts. However, even if national consultants were now much more in charge of conducting the assessments, several online meetings were still conducted with international experts depending on the countries' different restrictions. According to some project beneficiaries and consultants (especially from SPECA countries and Southeast Asia) this challenged the work quite a bit due to an initial mistrust towards online engagements, thus more trust building was required in the beginning before interviewees would share more openly. This situation, however, improved over

time, and ESCAP managed to have four readiness assessments completed without changing the format.

> **Readiness Assessments for Cross-Borger Paperless Trade leading to feasibility studies being implemented in several Asian countries.** Four readiness assessments were conducted as part of UNTTC, namely in Azerbaijan, the Philippines, Tonga and Tuvalu. In the case of the Philippines, as well as in relation to a number of other readiness assessments conducted outside the UNTTC, it has been possible to mobilize additional funding for conducting of feasibility studies. The Enhanced Integrated Framework (EIF) has funded a number of these feasibility studies. In the case of the Philippines, the readiness assessment process was finalized with an action plan for the government to implement. One of the recommendations was to have a full feasibility study conducted which is now being done. The Philippine Government has been very proactive in this process and the Action Plan that was developed as part of the Readiness Assessment has been anchored within the National Single Window Technical Working Group. This is a good foundation for achieving results at the outcome level and forging strengthened regional and sectoral collaboration by promoting implementation of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific (CPTA).

Finding 25. UNTTC has directly contributed to strengthening regional transport cooperation in Asia and the Pacific, resulting in the scaled-up consideration of transport resilience in the new Regional Action Programme for Sustainable Transport Development (2022-2026), adopted by the Fourth Ministerial Conference on Transport in December 2021. UNTTC supported the greater inclusion of transport resiliency aspects in the intergovernmental platforms on transport cooperation in Asia and the Pacific. Policy segments on "Regional cooperation on railway and road transport in the times of the pandemics" were organized during the Seventh Meeting of the Working Group on the Trans-Asian Railway Network, the Fourth Meeting of the Working Group on Dry Ports and the Ninth Meeting of the Working Group on the Asian Highway in 2021. ESCAP Fourth Ministerial Conference on Transport included a special event on Transport Connectivity and COVID-19 Pandemic: Pathways for Greater Resilience and Sustainability (Bangkok and online, 15 December 2021).

As a result of this, the new Regional Action Programme for Sustainable Transport Development (2022-2026), adopted by the Fourth Ministerial Conference on Transport in December 2021, sets out Efficient and Resilient Transport Networks and Logistics as one of its three key objectives and defines a list of future activities and outputs for all transport modes, excluding air transport, aimed at increasing transport resilience to future crisis and disruptions.[39]

5.3.1 Port and maritime resilience

Finding 26. The scope of the report "Building Capacity to Manage Risks and Enhance Resilience: a Guidebook for Ports" and the impact assessment reports and their dissemination efforts were well targeted and reached a good balance of different actors within the maritime industry although with a bias towards Asia and few representatives from SIDS. The spread of the COVID-19 pandemic heavily impacted the transport and logistics

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[39] https://www.unescap.org/events/2021/ministerial-conference-transport-fourth-session#:~:text=The%20fourth%20Ministerial%20Conference%20on,14%20to%2017%20December%202021.

industry, including maritime transport. Shipping and ports handle more than 80% of global merchandise trade and it is therefore crucial to safeguard operations. In order to share lessons learned on increased resilience in ports, UNCTAD's Transport section published the "Building Capacity to Manage Risks and Enhance Resilience. A Guidebook for Ports" that included a step-by-step approach to building port resilience as well as a number of case studies from countries on how these have responded to crisis situations.

The guidebook and the main findings of impact assessment reports were disseminated through webinars and the UNCTAD Port Resilience course together with related publications targeting stakeholders with a role in building the maritime supply chain resilience, in particular policy makers with responsibility in the field of ports, shipping and hinter-land transport operations. LLDCs and SIDS were in particular highlighted as key countries targeted for the training course. An analysis of post-training data collected by the project immediately after course implementation shows that the course was well targeted and reached the right target group of which the vast majority were part of port operations, maritime authority etc. Participating stakeholders were mainly from the maritime sector. Data does not reveal the distribution between men and women being trained, although an estimation in the final report indicates one-third were women. The majority of the included stakeholders were from the Philippines (19% of survey respondents). The rest were primarily from Asian and African countries, and four countries from the Americas were represented. The respondents mostly represented developing countries. The prepared materials will also be applied for the upcoming UNCTAD Course on Ports and Maritime Supply Chain Resilience which is planned to be rolled out in December 2023.[40] This confirms the continued relevance of the publications.

Finding 27.   Resilience in the maritime industry has become established as a key focus area. This was introduced as a response to the pandemic but has been further broadened to also include e.g. climate resilience. The box below illustrates how Ghana has been able to apply this knowledge in practice and adjusted port operations based on learning from the course. Besides this, key stakeholders emphasized the enhanced knowledge on preparing for crisis in the future. COVID-19 has very clearly demonstrated a need to be prepared for future crises in the world. This is also reflected in countries' appetite for investing in enhanced resilience. Of the 31 respondents who replied to this question in the course post-training survey, 67% indicated plans to invest in environmental sustainability within the next five years. Only three said no to planned investments and seven did not know or found the question not applicable to them. All SIDS have indicated 'yes' to doing this. Also, 58% have indicated 'yes' to plans of investing in resilience and risk management.

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[40] https://resilientmaritimelogistics.unctad.org/sites/resilientmaritimelogistics/files/2022-07/UNCTAD_Course_Design_Flyer_14.07.22_Final.pdf

The need for contingency plans in place is widely agreed upon by training course participants and one survey respondent indicated that *"the port that has contingency plan and crisis plans in place, will be able to overcome a cyber-attack, prevention is the best way to ensure proper protection"* This quote also indicates how the resilience term does not only concern health crisis but also cyber-attacks which are becoming more common (refer also Vanuatu example). This is also reflected in the studies conducted by ECLAC on cybersecurity in smart supply chains in Latin America and the Caribbean as well as the continued relevance of the course on maritime resilience as reflected above.

Maritime resilience enhanced in Ghana. According to stakeholder interviews, the Ghana Ports and Harbors Authority (GPHA) was inspired by the specific case studies of the "Building Capacity to Manage Risks and Enhance Resilience. A Guidebook for Ports" and has taken a number of precautions to allow for a more resilient port:

- The GPHA has managed to reduce vessel turnaround time from an average of one hour to an average of 30 minutes for inspections. The number of agencies conducting inspections has also been reduced from four agencies involving four staff members per agency (16 in total) to now only three agencies and two staff members per agency (six persons).
- A multiagency coordination committee with public and private port entities was established at the beginning of the pandemic. The committee includes customs, immigration, freight forwarders, shippers' council, ship owners, police etc. and even if restrictions introduced during the pandemic are no longer in force, the committee has continued to be operational.
- It used to be taken for granted that trade would continue, and financials would be stable. The pandemic proved this assumption wrong and in order to become more resilient, provisions have now been made in the budget, taking potential new crises into consideration.
- Opportunities for distance working was provided to employees.

Finding 28.   The UNCTAD TrainForTrade "Building Port Resilience" course was a great success in terms of outreach reaching five times as many participants as envisaged during the project period and even ten times as many if all participants up to July 2023 are counted. However, there are indications that the online mode of implementation may have had a negative impact on the certification rate. While the UNCTAD TrainForTrade team initially envisioned reaching 500 participants, much more was realized. During the UNTTC implementation period 2,486 attended the course (of which 34% of the participants were women) and the course achieved a satisfaction rate of 96,5%.[41] 1,606 (or 64%) out of the 2,486 participants were able to complete all modules of the course, pass the two quizzes and obtain electronic certifications (57% of these were women). Considering only female representatives (843), the certification rate was slightly higher (66%). According to stakeholder interviews, this completion rate level is lower than when courses have been implemented physically.

The data from the courses implemented during the project period shows that 307 persons (12%) have participated in the course several times and 41 of these have even received more than one

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[41] Building Port Resilience, Final Feedback Report, 2022.

certificate. While this indicates that participants have found the course highly relevant, it is difficult to understand why participants need to be certified or even participate several times in terms of efficient time use and ensuring access by other participants. Some of the consulted stakeholders mentioned that there was a limitation to how many participants could join the course, thus risking that someone who had already completed the course would take up a seat from another potential interested participant.

The course was implemented again online in 2023 where 4,573 participants so far have joined the course (of which 37% are women).[42] Thus, the interest in participating in the course has continued to be high, even after the end of the pandemic. According to stakeholder consultations the broader focus on port resilience, and not only the pandemic, supports the continued relevance of the course. Participants' satisfaction rate remains to be very high (94%). However, the certification level has gone considerably down with now only 56% of the participants being certified (as opposed to 64% during the pandemic). According to stakeholders, this is likely due to people now being less focused and dedicated to online events (online fatigue) compared to the period during the pandemic.

The didactive basis of the course with high emphasis on a participatory learning process was highly appreciated by course participants which spurred continued stakeholder engagement after the completion of the course. The course consisted of four modules with an interactive video helping participants to understand the manual's contents as well as a discussion forum on the learning platform. A quiz test was applied and there was an optional assignment to present measures implemented in participants' ports. Stakeholder consultations and survey responses highlighted the course's application of interactive approaches to learning as an essential aspect of the course and the high satisfaction rate. According to the most recent updated data (July 2023), 5,867 post exchanges were shared in the course forum indicating a high level of interaction after the course has been finalized. The feedback report from the course also indicated that quite substantial exchanges had been done and primarily concerning topics of the course e.g. technical issues, protocol and communication, cargo flows etc. indicating that participants had vivid communication. In addition, participants were asked to share suggestions for policy recommendations (240+ were received) and participants were requested to vote on the suggested recommendations. This also spurred active communication and continued engagement among participants.

One survey respondent describes it: "*The combination of quizzes, tests and videos was helpful to the learning process. The content was comprehensive and outstanding*." The combination of presentations, videos and quizzes was highlighted by several participants to strike a good balance between practical exercises and more theoretical presentations but with a key focus on concrete examples from ports. As mentioned above, Valenciaport and Valenciaport Foundation have played a key role in developing the course and thus hands-on experience from ports have been the point of departure for the course. Some of the participants struggled to view video content and were a bit frustrated that they needed to update the system to access it. It was also mentioned by some that the presentations on video could be done a bit slower and there were some comments also on the accent of some of the presenters. However, subtitles on the presentations sought to address this challenge and also make the course accessible to people living with a hearing disability which is

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[42] https://tft.unctad.org/thematic-areas/port-management/course-building-port-resilience-against-pandemics/

commendable. There is however no data collected and knowledge on whether participants living with disabilities have been represented in the course.

Finding 29.   The impact survey implemented by the TrainForTrade team shows that the pandemic has spurred action and measures in almost all ports and that the Building Port Resilience course had a rather large influence on these. 249 prior participants of the Building Port Resilience course completed the impact survey and of these 62% indicated that the course had significant impact on the actions or measures taken in their port communities, while 29% indicated that the course had a limited impact. Main actions taken in ports were listed as development of business continuity plans (73%) and communication strategy, education and support for workers' well-being and vaccination facilities (72% respectively).

While these data indicate a substantial impact on course participants that is very impressive for an online course, it also presents a best practice example to follow up with a survey to assess whether recommendations have actually been applied in practice. These results also indicate that UNCTAD has managed to reach the intended target group (all key actors involved in international trade, especially those involved with port authorities). The Building Port Resilience report from May 2020 to July 2021 indicated that the majority of participants were representatives of port authorities, logistics companies, terminal operators, customs, ministries (transport, maritime, air, fisheries, health, industry), revenue authorities, single window operators, and regional and international organizations and this was verified by the participants list.[43] The course also impacted personal actions; 80% responded that the course had a significant impact on their personal actions, whilst 19% indicated a limited impact. Personal actions included wearing a mask (95%), using disinfectants (94%), social distancing (89%) and COVID-19 vaccination. Only 1% mentioned not being influenced by the course.

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[43] Building Port Resilience, Final Feedback Report, 2022.

6. Delivery and coordination of response

A factor of critical importance to the project was the special permission given by the DA to use additional funds to pay for temporary project staff. Normally, DA allows 4% of the budget to be used for this, however in this project the share was raised to 12.8%. This was an exception from normal DA project procedures and showed an understanding for the special situation and efforts needed to coordinate internally in such a complex project intervention during a time of crisis and emergency.

6.1 Three phased approach and budgeting

Finding 30.   The three-phased approach to project implementation was somewhat of a necessity in view of the funding situation. Compared to traditional DA projects, UNTTC was developed much faster and built in more flexibility, however the unpredictability of the overall project scope and funding arrangements were seen as having some disadvantages. A collaborative and inclusive approach was encouraged from the DA to project development and a considerable number of consultations were conducted among DA and DA focal points in all the 10 economic and social entities of the UN Secretariat. UNCTAD, ESCAP and ECE were all keen to lead interventions and actively reached out to the other regional commissions to develop a global project on trade and transport.

A joint concept note[44] was approved specifying that the project would be implemented in three phases depending on how the situation developed, funding availability etc. The initial concept note therefore only included a logframe, activities and budget for a two-month Phase 1 with indications of scenarios for Phase 2 and 3 with travels and without travels. A key output for Phase 1 was to develop a full project proposal for Phase 2 and 3 as well as provide some initial analyses of the impacts of the pandemic under the three clusters, conduct regional consultations with Member States, and explore to what extent existing tools could be applied as a response to the pandemic. Thus, it was a clear strategy from the outset to explore what existing tools and mechanisms could be quickly adapted and used in the response to the pandemic. Also, since it was unclear in what direction the pandemic would develop, flexibility was built into the project allowing for changes along the way and responding to the quickly changing context.

The project document for Phase 2[45] provided further analysis and argumentation for selected project stakeholders, strategies, tools to be adapted and new innovative initiatives that had materialized in Phase 1. While much more analysis on the situation was provided in the project document, it was still formulated rather broadly in order to allow for a flexible approach and quick adaptation if needed. The key focus areas from Phase 1 were maintained but further developed as a reflection of stakeholders' response. The phased approach in the project allowed for such changes and to build further on top of existing activities, thus implementing entities were able to respond to emergent needs. The budget was also approved phase by phase.

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[44] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Concept Note, 29 April 2020.
[45] Transport and trade connectivity in the age of pandemics, UN Solutions for contactless, seamless and collaborative transport and trade, Phase II Project Proposal, 14 July 2020 – second draft submission.

For Phase 3, the proposed funding requirement was not fully met due to a gap between the proposed requirements and the available funding. Therefore, the DA Steering Committee was only able to approve a partial funding amount for Phase 3, which was less than the amount requested (and expected) by the project entities. It was a special situation due to the COVID-19 pandemic and funding availability was therefore difficult to predict. This caused however some frustrations among the project entities which felt that this aspect could have been better communicated.

Finding 31.   Flexibility in budget allocations together with the phased approach contributed to a more efficient resource allocation and overall disbursement rates close to 100%. However, a deliberate decision to apply an equity principle and share the initial budget allocations more or less equally among the lead entities was not based on efficiency assessments. According to consultations with the three cluster leads, it was a deliberate decision to share the budget more or less equally among the lead entities and apply an equity principle in the budget allocations. However, in the end the actual budget allocations also depended on the implementation capacity of the different entities and teams. This meant that the entities with a high implementation rate could access additional funds.

The phased approach allowed the entities to be more realistic about the amount of funds that they thought they could implement for each phase, based on the updated assessment of their own capacities (as opposed to assessing this capacity four years ahead at once, as DA projects typically have to do). Also, as the entities got less than what they thought they could spend in Phase 3, this also contributed to the high disbursement rate. The phased approach also helped ECA and ESCWA not seek funding under Phase 3 based on their own capacity assessment.

There was a general acknowledgement among the agencies involved that the three cluster leads (UNCTAD, ECE and ESCAP) all had broader mandates which justified their relatively larger budget allocations. ECLAC received funding in all phases as reflected in Table 2 but in the case of ECA and ESCWA, it would not have been possible for them to spend more funds due to a lack of human resources and high staff turnover. This is also reflected in the distribution of funds in the last phase of the project. In the end, ECA returned USD 50,000 to UNCTAD, partly due to ECA's decision to reduce the number of virtual meetings because of poor response and attendance of stakeholders to these meetings. ECA would have wished to turn some of the planned virtual activities into in-person activities, however they found that the budget was too limited for this. These funds ended up being used by other entities. This flexibility in fund manageent contributed importantly to the high disbursement rates.

While there were some differences noted in relation to the project entities' ability to plan and disburse funds with the same speed, when it came to implementation, most units could start and implement immediately without needing to wait for others. In relation to the reporting process however, there was a need to wait for all to provide their inputs, thus here the speed of the slowest determined the timing of the deliveries. This was for instance the case with the final report which was delayed.

6.2 Coordination of response among entities

Finding 32.   In general, the project entities praise the overall coordination of the project and acknowledge that it has been a heavy task to accommodate 15 different project entities within six different organizations with little time for initial scoping and joint planning. The coordination was facilitated by a larger flexibility provided by the DA both in terms of budget allocations as well as in relation to the need for adjusting expectations to project results. Here, a factor of critical importance to the project was the special permission given by the DA to use additional funds to pay for temporary project staff. Normally, DA allows 4% of the budget to be used for this, however in this project the share was raised to 12.8%. This was an exception from normal DA project procedures and showed an understanding for the special situation and efforts needed to coordinate internally in such a complex project intervention during a time of crisis and emergency.

Interviews with project entities revealed that the overall coordination mechanisms in the project seem to have worked quite smoothly. The process also seems to have benefitted strongly from good interpersonal relationships and trust between people in the different project teams as many had the experience of working together and jointly on previous occasions.

Challenges occurred in relation to the need to change or replace staff within project teams during the project implementation period. In some cases, this led to temporary disruptions in implementation flows and affected the continuity. However, it was noted that some units tried to mitigate this risk by having more than one person involved in managing any interventions, so that there would always be a back-up option if/when one staff member was no longer available.

Finding 33.   The project has contributed to bringing agencies closer together and enhancing their appetite for further exploring how they can complement each other in the future. This is considered an important step forward compared to the situation before the project. Through the interviews conducted and from the document review, several examples were provided where agencies have invited or involved other agencies for specific activities or events, something that would not have happened prior to the project. The enhanced use of online modalities for training and capacity building has further facilitated this development.

One good example highlighted by most agencies, is the coordination of contributions to the UNCTAD flagship report on Maritime Review. As the content of this report is considered relevant and rich to most agencies' work, there was a strong interest and commitment to contribute to this report. For ESCWA, it was the first time they had been requested to contribute to the review and it was an expression of an enhanced collaboration with UNCTAD. Some other examples include:

- ECA was invited by ESCAP to contribute to the course on gender equality for NTFCs and ECA took the lead in developing the module. This has led to a better understanding of the work done on trade facilitation between ECA and ESCAP.
- There were good intentions and interest for collaboration between UNCTAD's Policy and Legislation Section and ESCAP in the project. ESCAP prepared a discussion paper which was presented at an expert group meeting and ESCAP also participated in a webinar.

- The ECE Transport Division worked closely together with ESCWA on eTIR during the project implementation. As a concrete result of this cooperation, Tunisia became one of the first African countries to connect their customs system to the eTIR international system.
- ECLAC worked closely together with ESCAP Transport Division on studying the development of airship technology. This has led to closer connectivity between the two agencies.
- ECA work on smart transport was launched following the UNTTC global seminar on smart road and rail solutions and was inspired by concepts and lessons learned from the ESCAP work on smart transport connectivity along the Asian Highway Network.

In general, new or extended relationships across project entities seem to a larger extent to have developed across the organizations rather than internally within the organizations. As one senior staff member within UNCTAD noted: "*UNTTC led to no specific additional UNCTAD collaboration, things developed mostly on their own*". This also applied to some of the other entities where trade and transport sections were rather detached. At the same time, it was found that the project interventions benefitted strongly from project entities' long-term relationships with national and local governments and collaborations were in most cases continuations of already existing engagements.

In some cases, issues with different organizational structures within agencies on transport and trade (e.g. in some cases, transport and trade teams were under the same umbrella while in other cases they were two parallel teams) made collaboration across project entities more difficult. In addition, within some agencies, it was also found that the project initially seemed to have a stronger weight on transport than on trade. This however became more equal during implementation.

6.3 Project governance and management structures

Finding 34.   The leadership and management of UNTTC was commended on by the vast majority of the project entities who found that this contributed importantly to a rather smooth and flexible implementation process. UNTTC largely built on existing networks which provided effective channels for the project to fit into. The composition of the Steering Committee seemed however to limit ownership by some. The functionality and operationalization of the project governance and management set up benefitted strongly from good personal knowledge and relationships between many of the people in the Steering Committee and in the management positions within the project entities. Many used to be colleagues within UNCTAD before and expressed a feeling of having a "community" which they saw as the "bread and butter" of their work. There was a strong perception among the interviewed management and staff within the project entities that this had contributed to bringing down transaction costs as well as reduced unnecessary delays in implementation.

The Steering Committee was composed of representatives from the three cluster leads only, and not from all agencies While this does not seem to have caused noteworthy problems in the implementation of the project, there is no doubt from the interviews conducted that the ownership feeling to the project was strongest among the cluster leads while the other project entities, although appreciating the (funding) opportunities the project provided, did not mobilize the same attention and interest to the project. While some of the interviewees felt that project management

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should have done more to call for more frequent high-level planning meetings, it was at the same time acknowledged that all were busy with their respective tasks and that meeting "fatigue" also became an issue in that period etc. In fact, it was found to be close to impossible to organize a meeting with all implementing entities, given the time differences, busy schedules and COVID-related disruptions.

Staff members from different project entities emphasized the advantage that project management staff within all three cluster leads were quite accessible during project implementation and that they were able to contact them directly on specific matters without needing to go through a systemic hierarchy. This was seen as important to reduce bureaucracy and efficiency of the support.

Finding 35.   The results framework for the project was in general vaguely defined and became a moving target during the implementation period. It largely reflected short-term targets defined and formulated by the individual project entities and not expected results from the joining of forces. The resilience aspect is largely missing from the logframe. Thus, the performance indicators have been "moving targets" reflecting changes and adjustments over time in relation to the supported project interventions. There is an absence of cross-cutting and inter-institutional results in the result framework, as well as of an explicit addressing of resilience aspects from the join efforts.

In practice, project entities set their own different targets and goals which provided a limited common ground for joint results. Thus, the term "joint" in this project has not reflected an ambition to establish common project goals to be achieved through combined efforts from the project entities. There seems to have been a general acceptance of this situation among the project entities in view of the specific circumstances and based on traditional ways of working within the agencies. However, there was at the same time a strong feeling among the interviewed management and staff that within the project entities there had been an exceptional willingness to contribute to this endeavor as good as possible and with the means that were available.

6.4 Information sharing and learning

Finding 36.   The UNTTC website is considered an important result from the project cooperation and it has enhanced its visibility. It has been very useful for both project entities and users as it has been well-structured according to clusters' needs for sharing relevant data and information. Indications are that the website continues to serve as a useful source for information sharing also after project completion. Interviews with project entities confirmed that the website www.unttc.org has been considered a great tool for information sharing and ensuring that all key publications, standards, guidelines, training materials and events are collected in one place. Some partners even indicated that they prefer this website over their own organizational website since it is better structured and more user friendly and they still intend to use it also after project completion. The website is therefore now also populated with additional and updated information and links from the project entities who still all have access to the site. An important contributing factor to the website's continued use by the project entities is that it was prepaid for a 5-year period (including maintenance and hosting) starting from January 2021. It was developed in UNCTAD who also has rights to the data and information published.

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Data on the website traffic shows that the use of the UNTTC website increased from January 2021 until its peak in June 2022 with nearly 2,000 monthly visits (refer Figure 7). Since UNTTC officially ended in June 2022, the closing event in this same month is likely to have spurred extraordinary visits around this time, including for uploads of documents etc. Another peak occurred in November 2021 where a number of publications were launched, and several events took place. Immediately after the project completion in June 2022, the webpage experienced a significant dive in the number of visits, however the trend was reversed again in the later part of 2022 and, in particular, during the first months of 2023 and has maintained a relatively high and stable number of visitors since. It is noted that there is a tendency to some seasonal variation in the website visits, particularly during the summer period where the number of visitors is generally lower.

An analysis of the behavior related to the webpage visits shows that the same users visited the webpage a lot in the beginning of the period (on average more than six page views per users in February and March 2021). This has been reduced and stabilized over time, from a couple of pageviews per user to a more stable trend of just a little more than one pageview per user per month. The general increase in the website traffic and the fact that the traffic is not driven by a small group of visitors, indicates that the website has gained a value for users. According to interviews with website visitors, an easy access to relevant and updated information is the main reason that they continue to visit the website.

Figure 7.   Pageviews from UNTTC.org
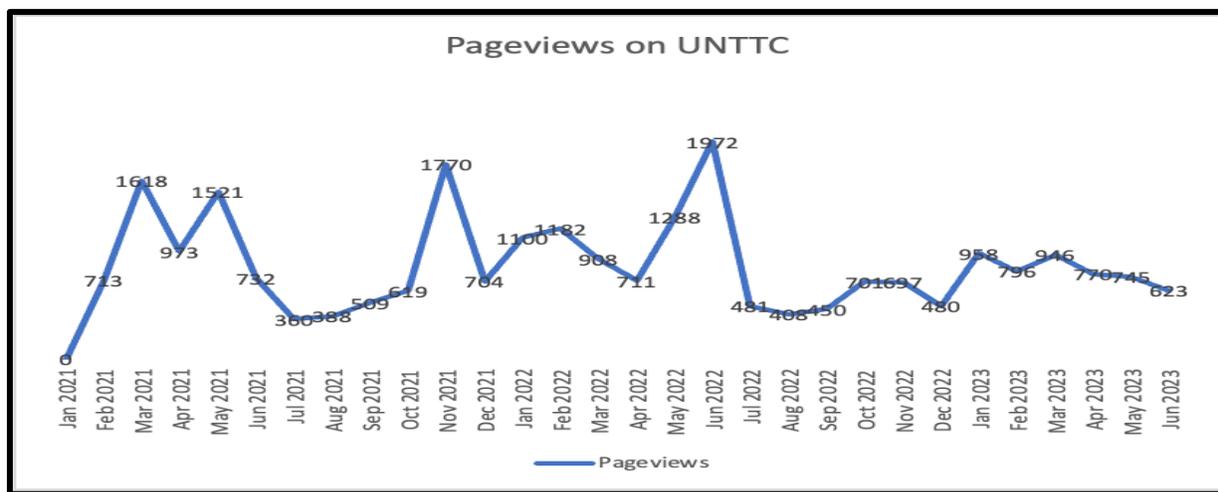
Finding 37.   The informal channels for communication and sharing of information across management teams and groups of staff from the different project entities became strengthened during the implementation of UNTTC and has remained so after the project. Staff from the project entities find that it is much easier now to call and engage with colleagues from the other entities. The extended use of virtual communication platforms during the COVID-19 pandemic (Teams, Zoom, etc.) has also made it easier for staff to continue communication along these same channels. Many staff also make specific reference to WhatsApp as a platform that has contributed to enhanced communication and information sharing, also after project completion. As an example, different WhatsApp groups have been established for transport people in the different entities which has further enhanced the sharing of information across entities. For

project entities with relatively smaller transport sections this is seen as a particularly strong improvement. According to management and staff from the project entities, the WhatsApp groups serve as much more than the usual interchange of emails as it also includes sharing of upcoming events, opportunities etc. This is spurring positive working relations, which is seen as important for future collaborations and enhanced joint participation in virtual meetings and presentations.

Finding 38.   Internal and cross-cutting learning aspects are not explicitly considered in the project document and have not been systematically addressed during the implementation of UNTTC. The Final Workshop in June 2022 is however by many stakeholders highlighted as a very useful and insightful event, although delays in publishing of the final report from the project (published in November 2022) limited the opportunities and momentum for follow-up and dissemination of project results. In general, project entities were not much aware about progress and results within other areas of the project than their own during the implementation period. Learning mainly took place ad-hoc and internally within specific activities and deliverables. There was little focus on dissemination and sharing with other project entities, despite some informal sharing taking place across project entities with some level of collaboration already established. Many project stakeholders interviewed expressed that they were not really aware of how much and what they could learn from others. They felt that the dissemination of learning could have been done better in the project.

The quality and speed of reporting varied considerably across the project entities. While the project entities were able to start and implement activities within the project phases without needing to wait for others (due to the limited level of joint actions), this was different for the reporting, where it was necessary to wait for inputs from all entities in order to complete this process. Challenges with staff changes/rotations within some project entities also led to challenges in continuity. During final reporting, in one case a key project staff was on longer sick leave and in another case a key staff member retired, and the hand-over of information in these cases was not done in an optimal way.

7. Coherence and synergies

7.1 Project complementarities

Finding 39.   While there are concrete examples of complementary actions taking place across the three project clusters, these were mainly provided in the form of smaller inputs and support to larger existing products or tools already established by the cluster leads (see examples below) and not as substantial improvements and/or new developments as a result of inter-institutional cooperation. A main reason for the relatively limited internal coherence across the three project clusters should be seen as a consequence of the way the project was designed and implemented. Key stakeholders describe it as if they were "jumping on running trains" where the main focus was on adjusting existing products/tools to the new COVID-19 context or on opportunities for piloting or boosting newly developed products/tools which had lacked funding previously. While this allowed the cluster leads to implement and disburse funds from day one, it has been done at the cost of a larger focus on longer-term results and resilience aspects, which could have spurred a stronger cross-cutting and inter-institutional collaboration.

An area that initially provided expectations and potential for cross-cluster collaboration was ECEs work on eTIR and ASYCUDA's work on custom systems where efforts were made between the respective project teams to explore how these two systems could complement each other. It was however not possible to find a common ground to work on between the two parties, thus the initial expectations that it would be possible through UNTTC to interconnect the two systems failed and is seen by some key stakeholders involved as a missed opportunity. In the end, it turned out that ASYCUDA and ECE are using quite different business models, and it became difficult to agree on priority (pilot) countries for such cooperation. The cost dimension also became a critical factor, as it appeared to be rather expensive to solve issues related to the compatibility of the systems. The evaluation team also found limited coordination between UNCTAD and ECLAC when the NTM repository was implemented in Latin America. In this case, UNCTAD coordinated mainly with Asociación Latinoamericana de Integración (ALADI) and not with ECLAC.

Finding 40.   Despite the few concrete results from cross-institutional work, there is a general feeling that the project has brought the agencies closer together and enhanced their appetite for further exploring how they can contribute and complement each other's work in the future. This is considered an important step forward compared to the situation before the project. Through the interviews conducted and from the document review, a number of examples were provided where one agency had invited or involved another agency for specific activities or events, something that would rarely happen before. The enhanced use of online modalities for training and capacity building has facilitated this development. Some examples from enhanced cross-cluster collaboration to strengthen complementarity:
- Relations and collaboration have been strengthened between TrainForTrade (UNCTAD) and both ESCAP and ECE (e.g. TrainForTrade were asked to speak and present in ECE Webinar).
- The collaboration between TRAINS (UNCTAD) and ECE has now become more formalized (before it was mainly ad-hoc) with the piloting in Kyrgyzstan with potential for other countries in the region to request similar support. So far, no joint follow-up projects have been developed, but TRAINS now invites ECE for their Eastern Europe activities.

- The collaboration between UNCTAD Transport Section and ESCAP intensified and became more focused. Joint webinars were organized with regional commissions and two policy briefs were developed. In these cases, the Transport Section provided ESCAP with relevant data. In addition, ESCAP (which has a strong natural maritime focus) has been very contributive to the UNCTAD flagship Maritime Reports developed in 2021 and 2022.
- ECLAC and ESCAP developed a good collaboration on smart rail freight and maritime transport.
- ASYCUDA and ECE collaborated on food quality standards as mentioned above and see good potential in further developing this work.

A good example from complementary efforts within the clusters is from the ECA Trade Division which through UNTTC managed to establish closer working relations with both UNCTAD and ESCAP (e.g. on the Trade Facilitation Survey and developing of the Global Survey on Small Island States). With ECE there has been some collaboration on trade facilitation, and ECA use their standards, but besides that the contact has been less frequent.

Finding 41. While it has been challenging through UNTTC to establish complementarity to other UN entities, it has still been possible to provide continuation or show case new forms of collaborations based on complementary mandates and strengths between UNTTC project entities and some other UN entities. Examples of this include:

- ASYCUDA/ASYREC vs UN Office for the Coordination of Humanitarian Affair (OCHA): The collaboration between UNCTAD and OCHA resulted in the design of ASYREC as a new ASYCUDA module. As mentioned above, the work on ASYREC was started long before the COVID-19 pandemic hit[46] since the increase in natural or sudden disasters highlighted the need for development of a Model Agreement between the UN and governments on measures to accelerate the import, export and transit of relief shipments and possessions of relief personnel in the event of disasters and emergencies. However, through UNTTC it became possible to pilot ASYREC in practice and a new project has been initiated to further scale the system to the Pacific, as mentioned above.

- ECE vs FIATA: UNECE/CEFACT and FIATA experts collaborated on developing a digital version of the FIATA multimodal Bill of Lading. The main advantage of this work is the possibility for interoperability in information exchange through the use of UN/CEFACT semantic standards and Multimodal Transport Reference Data Model for the digitalization of multimodal data and document exchange. The results of this cooperation were promoted as a best practice experience for other agencies. An MoU has been signed between ECE and FIATA, including to explore how FIATA may be able to contribute to e.g. eTIR. FIATA has global coverage which could facilitate entry to regions where ECE is not connected (e.g. South America).

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[46] Based on a Memorandum of Understanding (MOU) signed in 2014 between UNCTAD and OCHA to improve their cooperation, in particular, by promoting the automation of simplified customs procedures and the processing of international aid in humanitarian emergencies.

8. Gender, Human Rights and Disabilities

Finding 42.   Gender has been mainstreamed into training activities in terms of striving for an equal representation of men and women as presenters and participants in events, although it has been a challenge in traditionally male dominated areas such as ICT, transportation etc. Gender disaggregated data has also in most cases been collected systematically across the project entities which allows for analysis of answers for both men and women. However, gender equality has only been discussed as a topic in a few of the courses. In several courses, there has been an explicit encouragement of women to participate in training sessions in traditionally male-dominated sectors such as the transport sector and maritime industry. For instance, the TrainForTrade course "Building Port Resilience against pandemics" explicitly encouraged female participation and obtained a 34% representation of women. This figure increased to 37% when including also courses implemented after project completion.[47] The course on the impact of COVID-19 on commercial contracts in the maritime sector targeting lawyers also explicitly encouraged women to attend and obtained a female representation of 51% (out of 224 participants in total). Stakeholder consultations confirmed that UNCTAD has encouraged an equal participation of men and women, although it has not been a requirement as such. This has also been the case in terms of ensuring an equal representation of presenters in events, training sessions etc. which most of the project entities have expressed a dedicated focus to ensure.

Stakeholder consultations with course participants, presenters, partners etc. indicated that even if gender equality is an important subject for the UN, there are few examples where gender has been included as a specific topic. The gender course for NTFCs provides one of the exceptions from this, but in particular when dealing with transport topics there has been little reflection of gender equality in training courses. Since the transport sector is in general male-dominated it is even more important to mainstream gender. ECE has published a number of policy briefs where it is highlighted that not only is transport linked to economic growth, it can also make a huge difference for both men and women in terms of ensuring their livelihood and access to e.g. health providers.

Finding 43.   In general, the online courses and training sessions have allowed for more inclusion and several stakeholders highlighted this as an opportunity to engage more women. The courses launched under UNTTC were free of charge which is likely to have opened up for more participants. According to Women's International Shipping & Trading Association (WISTA) a huge barrier for women in maritime transport is lack of opportunities of and access to training and courses that can support them in advancing in the maritime industry. In many regions, e.g. in Latin America, women are often not selected for training courses when there is an entrance fee or limitations to how many can participate. When training is a requirement for advancement in the sector a lack of access to training opportunities can be a huge barrier that continues to hamper women's career opportunities.

To address this challenge, ECLAC and WISTA developed an Executive Course Port and Maritime Affairs targeting only women in the maritime sector. The course was already developed when the pandemic hit, and no changes were made to the course. While the funding allowed for the implementation of the course it had little to do with responding to the pandemic as hardly anything

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[47] https://tft.unctad.org/thematic-areas/port-management/course-building-port-resilience-against-pandemics/

was changed. Nevertheless, the course provided good concrete results with seven women being promoted due to their completion of the course. This was partly due to WISTA Mexico signing a Memorandum of Understanding (MoU) with the National Chamber of Shipping ensuring that women would be promoted first as long as they fulfil the official requirements. The training course also included subtitles to allow for reaching hearing impaired.

Finding 44.   ECE's standards for gender equality and ASYCUDA's gender strategy provide best practice examples for other project entities to learn from by setting clear targets and monitoring progress on an annual basis. There are however few concrete examples of how standards for gender equality have been applied in practice in UNTTC. One best practice case example is ECE's work with integrating women into the standard committees. Although, there is no specific reflection of gender perspectives in Cluster A, it should be mentioned that ECE has worked on mainstreaming of gender into standards. While this work was not conducted as part of this specific project, a gender responsive guideline to developing standards was published in 2022 and supplemented by tutorials on YouTube etc. to further promote them. These guidelines provide clear recommendations on ensuring representation of both men and women (and potentially other genders) in working groups/committees tasked with developing standards as well as ensuring that standards are gender responsive. It is emphasized that while representation of women is important it is also important to ensure women's qualitative participation by keeping due attention to their actual participation during meetings. While these tools are important for more dedicated work with gender mainstreaming in standards, trade and transport stakeholders consulted by the evaluation team were not able to provide concrete examples of how these had been applied in UNTTC. In ASYCUDA there were only 8% women among staff in 2021 (all in management positions). A gender strategy for minimizing the gender gap has therefore been put in place and the target is to increase female staff by 5% each year, aiming at 47% female employees by 2029. Efforts have also been put in place to enroll women in training sessions to use and configure the ASYCUDA system and according to the gender balance report from 2021 a quite high percentage of women have been trained (46% in Vanuatu, 47% in El Salvador and 60% in Cabo Verde).[48]

Finding 45.   UNTTC's focus on training NTFCs in the gender perspective on trade facilitation reforms is well aligned to UNCTAD's guidelines for building gender sensitive NTFCs. Other activities have missed the opportunity to highlight gender as an important parameter to transport and trade. A focus on NTFCs as gender sensitive is well aligned to UNCTAD's policy brief no. 98 from March 2022 on how to integrate a gender perspective into trade facilitation reforms as well as the UN Global Survey on Digital and Sustainable Trade Facilitation where women in trade facilitation is one of the indicators measured every second year. The Policy brief provides specific recommendations for how gender can be integrated in trade facilitation and how gender-based barriers can be reduced by listening to women traders, building gender-sensitive NTFCs, reducing gender-based discrimination at borders with digital tools etc.

The online course on sustainable development provisions in Free Trade Agreements implemented by ESCAP was rated most positively by participants on overview on trade and sustainability (81%) while gender provisions and forward-looking issues were rated poorest with 39% and 38%

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[48] UNCTAD (2021), ASYCUDA, Gender Balance Strategy

respectively.[49] This somewhat reflects also the priorities of the Handbook where gender issues and forward-looking perspectives are mentioned as essential but primarily highlighted for further studies to be conducted. The WTO covered agreements do not include specific requirements for gender specifications, however recent trends have developed towards including gender chapters in trade agreements (in 2020 five agreements mainly in Latin America and with Chile as spearheading this process). According to the Handbook, 80 RTAs also expressed reference to gender issues.[50]

The COVID-19 Recovery Guidelines for Resilient and Sustainable International Road Freight Transport Connectivity in ASEAN, adopted by 10 ASEAN Member States as a result of the project included improving working conditions and promote gender equality for women workers with longer gender responsive policies and programs as part of its Priority 1 on Transport Workers Safety and Training. Gender equality and transport was included in the accompanying capacity building programme for 10 Southeast Asian countries.

According to the Final Project Report, the "Continental Guidelines on Trade and Transport Facilitation for the management of persons, goods and services across Africa during the COVID-19 pandemic" was based on input from the ECA commissioned "Impacts of COVID-19 on Transport and Trade in Africa" which was conducted as part of UNTTC. Although not reflected in the Final Project Report, these guidelines include substantial reflection on gender equality and also reflections on vulnerability at country level (e.g. analysis of the impact on landlocked countries). Interviews with stakeholders who participated in the ECA supported workshop in Senegal confirmed that while participation of men and women was more or less equal in this event, gender equality and how to include it in transport policies was not a subject matter discussed.

Concerning human rights, a leaving no one behind approach was applied with some reflection of gender mainstreaming as mentioned above. Access to information, accountability and transparency that are key elements in a HRBA were also key focus areas of UNTTC. It was however not clearly defined whom the vulnerable groups were within the different thematic areas and explicit reference to specific human rights was only conducted sporadically and not in a systematic way. By not explicitly defining vulnerable groups, there seems to have been a tendency in the project to assume that everyone could benefit from the project. While this, in principle, could be true, it requires specific and targeted strategies to ensure the involvement of vulnerable groups. At a minimum, a "no harm" approach should be adopted and this requires due attention to whom those that might be harmed might be. People living with a disability are often considered to be some of the most marginalized people without access to basic services and access to employment. In this regard, it becomes essential to understand what their needs are, what are the challenges they face within transport and trade and how could transport/trade policies support them in the best way to ensure e.g. enhanced access to livelihood. UNTTC does not refer to people living with a disability in any way, indicating a complete absence of this focus. Much more should and could be done to ensure that people living with a disability can have the same access as others in terms of livelihood, health care etc. and in this regard transport and trade have essential roles to play. The digitalization process of trade offers good potential for also reaching people living with a disability but this has not been duly considered in UNTTC.

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[49] Sustainable Development Course Survey Report, May 2022.
[50] Kuhlmann, Katrin (2021); Handbook on Provisions and Options for Trade in Times of Crisis and Pandemic, ESCAP

9. Sustainability

Finding 46. **While national demand and ownership has been key for sustaining supported project interventions, it has often been a challenge to obtain full buy-in from either management levels or the political system within partner countries to allow for continuation after completion of the project support.** Some of the new practices and procedures introduced through UNTTC have required adjustments to existing legislation or policies within partner countries. While temporary exemptions were made during COVID-19, interviews with government officials in a number of partner countries revealed that some of the changed practices during COVID-19 have been rolled back afterwards as to how it was before. This relates e.g. to some of the paperless and digitalized practices. The reasons for the roll backs seem often to be related to comfortability in the way things worked previously and uncertainty about changes. It has also been a challenge for many trained staff to apply new acquired skills and competencies in work situations. In some cases, the most important reason for participants to attend the trainings was not because they expected to be able to use this in their work but because of the certificate they would receive after completion of the training which could provide them opportunities for promotions.

Finding 47. **In general, the agencies' experience is that the interventions and initiatives executed under UNTTC have contributed to the generation of new demands for technical assistances and collaboration to continue and deepen activities. This also relates to non-cluster leads. Limited financial resources are the main concern for the agencies to respond adequately to these demands.** For ECLAC, the Association of Caribbean States as well as a number of individual countries (e.g. Brazil) are requesting continued technical support. In Africa, the first actions generated by the study on Smart and Seamless Transport and Trade Connectivity along Trans-African Corridors have started in several countries and ECAs technical support will be an opportunity to popularize the concepts. The Trans-Saharan Road Liaison Committee (TRLC)[51] has already adopted in the founding documents of its corridors, the major principles of the study: establishment of a corridor management institution, collaborative approach, reinforced use of adapted electronic methods. In addition, the digitization of logistics at the country level in Ethiopia promoted through a gap assessment and corresponding action plan pioneered by ECA presents good practices to be extended to other African countries.

Finding 48. **While there has been a fatigue of online meetings/webinars/courses in the aftermath of the pandemic and modus operandi have in many cases returned to before the pandemic, the UNTTC project support has contributed to development of a hybrid working modality where online and physical interventions are now to a larger extent complementing each other.** Implementation of UNTTC was done almost completely online except for a few workshops. Stakeholder interviews indicated that this was the best possible scenario to pursue implementation without putting neither staff nor stakeholders at risk. It was however also clearly reflected in the interviews that through the online modality it is much more difficult to ensure that participants are actually learning and paying attention to the training and, as discussed above, there has been a lower completion rate in some of the online courses (e.g. Building Port Resilience). Therefore, only a few of the trainings and capacity building sessions that were developed and implemented virtually under UNTTC have been continued in the same form and format afterwards.

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[51] Comité de Liaison de la Route Trans-Saharienne (CLRT) in French.

At the same time however, the newly developed online tools have allowed for a more hybrid implementation modus where online sessions are combined with face-to-face trainings/engagements. While most of the interviewed key stakeholders from partner countries found the online format used during COVID-19 useful (this is also confirmed by the post-training surveys conducted), they still strongly prefer physical training events. As the training courses offered by the project entities are demand-driven and depending on funding availability, this has drastically reduced the supply of online courses. It is interesting here to note that the TrainForTrade course on Building Port Resilience, which has been continued as an online event also after the pandemic, still has a relatively large number of attendees. Likewise, expansion work was done in relation to the course on "Ports and Maritime Supply Chain Resilience", developed by UNCTAD using resources from outside UNTTC and scheduled to be launched in December 2023. Also, the UNCTAD NTFC Empowerment Programme has continued in a hybrid format, allowing NTFCs to select from both online and face-to-face support modalities. Other courses are being planned by UNCTAD to generate a more extensive training package addressing wide-ranging issues of relevance to risk management and resilience in maritime logistics. As mentioned in section 6.4, the UNTTC webpage is still sustained and updated with relevant documents and information including training materials, and people continues to visit the site.

Finding 49. Some project entities have managed to attract additional funding to either continue or expand activities implemented under UNTTC. Most of these funding contributions were committed at the time of completion of UNTTC. As it appears, it has still only been possible to attract minor additional funds in the period after completion of UNTTC, leaving a number of the developed new, innovative technological solutions for trade and transport connectivity with the need to identify other sources of funding for implementation. The receivers of additional funding include ASYCUDA who managed to fundraise additionally USD 400,000 from Vanuatu and the Australian Government to the first ASYREC pilot project. Since ASYREC is a further development of the ASYCUDA system in Vanuatu, it has been possible to further sustain achievements in this regard. Another substantial funding injection as a follow-up to UNTTC activities is a USD 430,000 commitment from the DA 14th tranche (2022-2025) to further rolling out the package of harmonized electronic equivalents, aligned to the UN/CEFACT standards. In relation to eTIR, the IDB contributed with USD 50,000 for organization of a workshop on eTIR for the Sub-Saharan African countries. IDB realized the importance of eTIR implementation in Africa, especially in Sub-Saharan countries, and therefore facilitated the organization of the workshop by providing funds (USD 70,000) to cover accommodation and travelling expenses from ministries of trade and customs of 16 Sub Saharan countries while OSCE offered USD 25,000 USD for the development of the new eTIR web site and promotional video. FIATA contributed with USD 50,000 (in-kind) for development of the digital version of the FIATA multimodal Bill of Lading (to be followed by the digitalization of three other FIATA documents in 2022-2023).[52]

The Readiness Assessments on Paperless Trade has often led to mobilization of additional funds for in-depth feasibility studies, thus further pushing the implementation of recommendations from the action plans but also ensuring further understanding of what is needed to implement. UNTTC allowed for the exploration of potential partnerships and collaboration with the shipping and port

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[52] Final Project Report, November 2022.

industry (Maersk Line and International Association of Ports and Harbours (IAPH)). Both industries have expressed interest to collaborate with UNCTAD in the area of Maritime Transport Resilience Building. They have expressed appreciation for the work carried out under the project, especially the Guidebook for Ports. This collaboration could provide some additional resources and allow UNCTAD to further expand on the work carried out under the project.

The work on the COVID-19 Recovery Guidelines for Resilient and Sustainable International Road Freight Transport Connectivity in ASEAN led to the several new initiatives under ESCAP/ASEAN cooperation framework, such as promoting ASEAN cooperation on international rail transport and use of dry ports to support multimodal transport operations.

ESCWA was the only agency focusing on trade finance. The flexibility of the UNTTC funding allowed for embarking on new topics, however key stakeholders were not convinced that the timing to open up a new complicated focus area was the best. Also, ESCWA has not succeeded in raising funds for this specific topic making it an unsustainable initiative at this point in time.

10. Lessons learned, conclusions and recommendations

10.1 Lessons learned

The evaluation process has generated a number of important learning for future planning and evaluation of joint agency response to emergencies:

UNTTC was timely and served as *a stress test* for agencies' responsiveness, individually as well as jointly and thus entities' *adaptive capacity* to the pandemic has been a central focus of UNTTC. The most significant learning occurred during the first few months of the COVID-19 pandemic, underlining the importance of harvesting and sharing this information before it gets lost.

UNTTC has clearly demonstrated the importance of a *strong and accepted leadership* for such a complex project arrangement as well as the importance of *good personal relations and trust* among the group of key implementers. However, full ownership and buy-in from organizations is difficult to obtain if they are not part of the overall steering.

The advantages of having *flexible budget, reporting and implementation mechanisms* in place for projects of this nature (crisis mode, complex etc.) has been clearly documented with a view to adapting budgets and interventions to emerging opportunities and mitigate risks along the way. This is of even more importance when the project includes *entities with rather different capacities to plan, implement and follow-up*.

Data and evidence are critical at all stages of the response process for analysis and decision-making. However, resources and capacities of national institutions may be restricted, particularly at the early stages of a crisis, where other urgent tasks may be given higher priority. Thus, *inter-agency coordination is critical* in this regard to allow for more efficient use of resources.

Exploring opportunities for jointly coordinated, complementary actions across organizations does not take place naturally, partly due to traditional *differences in project entities' business models, target countries, time and resource constraints* etc. Thus, this needs to be incentivized through inclusion of cross-cutting and inter-institutional targets and indicators.

In a case like this where major trade-transport nexus interventions require support from multiple countries to become effective, it is useful to *identify and work with "champion" countries to help promote best practices* in relation to the transport and trade agenda within specific regions.

The *coordination tasks can be significant in complex joint projects*, and even more when projects include monitoring and follow-up on joint results and targets. Thus, it is important that these activities are properly calculated and budgeted for, otherwise there is an inherent risk that these aspects will be insufficiently prioritized. As part of this, *streamlining of communication and reporting* between entities becomes a critical part of a joint emergency response process. However, the channels and flows of communication require careful attention to avoid confusion and system overload.

The use of *online course modalities and webinars can be a cost-effective and powerful tool* for expanding outreach beyond the usually targeted stakeholder groups within regions. The most

successful online courses have built upon *participatory and interactive didactive approaches with a strong demand-orientation*. In particular, striking a good balance between practical exercises (such as videos, quizzes, voting on different suggestions including from course participants, etc.) and more theoretical presentations is deemed essential, to the extent possible with a key focus on concrete examples (real life cases/stories). This may even spur continued engagement and interaction among participants, if a proper platform and facilitation support is provided. However, it requires specialized skills to not compromise the quality of such interventions, especially when focus is on building capacity. An inherent risk is that the wish to reach a large number of stakeholders through online events may result in a group of participants spanning too widely to allow for more in-depth and specialized learning, in particular when courses are widened from a regional to a global scope. In these cases, the narrowing down of the course topics becomes of even more importance.

A *joint website can become a very useful way of communicating to a wider audience* also after project completion, as long as the information remains relevant, exhaustive and updated. In addition, such a website can help to give higher visibility for specific topics. Secured funding of the website beyond the project implementation period is a critical parameter here.

Joint projects designed under time pressure in emergency situations run the risk that *planning and collection of monitoring data* to support *cross-regional learning, documentation and subsequent evaluation* may not be adequately addressed and budgeted. This, in particular, will require stronger attention to data collection that could support assessment of *processes* and *results beyond* the activity and output level, as well as more clearly defined responsibilities and budgeting for collection of monitoring data related to cross-institutional and cross-regional interventions.

10.2 Conclusions

The evaluation conclusions are presented below, based on the key findings and learning from the evaluation process. The sequencing of the conclusions follows the structure of the evaluation questions.

<u>**Conclusion 1 (Relevance)**</u>**: Overall, the relevance of UNTTC was high as the project explicitly focused on addressing needs and priorities identified by countries in trade-transport connectivity in response to the COVID-19 pandemic. The project has provided important building blocks for the intergovernmental machinery to further address the nexus between trade and transport as a priority and leverage the existing global and regional platforms on trade and transport cooperation.** While many of the supported interventions took point of departure in already existing products/tools and working arrangements, adoptions were made to explicitly address specific challenges related to the COVID-19 pandemic. In some cases (e.g. Vanuatu) this was also based on experiences from previous emergencies. In this situation, the project entities' close and trusted relationships with national governments and authorities became fundamental to fully understand and address the critical bottlenecks that emerged in the trade and transport systems both within and across countries. This contributed importantly to a demand-oriented project approach. In general, UNTTC seems to have been well-aligned to countries' socio-economic response plans and the project was to a great extent aligned with the UN framework

conditions for the response to the pandemic by having a dedicated focus on SIDS, LLDCs and other LDCs and a leaving no one behind approach.

Conclusion 2 (Efficiency): The overall coordination of UNTTC was good and acknowledged by the project entities. However, with the broad nature of the overall cross-cutting project objective and related targets, the project coordination did only to a limited extent focus on the actual responses of the entities towards a jointly defined common goal. In practice, the project clusters merely helped dividing and coordinating work than actually pursuing a common goal or target. The clusters served as a useful mechanism for division of labour with some substance to work, although this division was a bit artificial and not casted in stone. The project did not include well-established mechanisms or actions to share information and work planning across the project entities. This in itself limited the ability for joint actions and synergies across the three clusters, as well as proper timing and sequencing of supported interventions.

Conclusion 3 (Efficiency/Effectiveness): While the three-phased approach was a necessity in the given situation in view of the large uncertainty related to both developments and funding, it did create inefficiencies and challenges for project entities to plan and implement their interventions properly and timely. UNTTC was initially considered a pilot initiative and a "rapid response" to the crisis, however the three-phased approach created some limitations to this. The three-phased approach included opportunities for proper assessments and analysis before decisions were made on specific support interventions, while on the other hand it made parts of the process more inflexible and became initially a bottleneck for project entities who were able to implement faster and from a more solid platform than others. The flexibility introduced over time to transfer unspent funds from one project entity to another helped somewhat to mitigate this inefficiency and also put a positive peer pressure on entities to deliver or else lose the funding. On the downside, in some cases this also led to rapid decisions to pilot country support or new initiatives that were less well justified.

Conclusion 4 (Efficiency/Effectiveness): The established governance and management structures for the project contributed to a rather smooth implementation process. However, weaknesses were identified in the project reporting and learning procedures with a view to informing decision-making and making adjustments. The implementation process benefitted from strong leadership and good personal relationships and a high level of trust among key staff from the different project entities. This contributed to a more smooth and informal dialogue which became important in the given situation where the level of uncertainty was high. This also made it possible to make use of the extraordinary flexibility provided by the DA in the implementation process, including on internal budget allocations, which in the end enabled achievement of results. Roles and responsibilities between key actors were well defined and accepted, including for the steering arrangement, although by-in from some organizations might have been stronger if the steering committee had included all implementing entities and not only cluster leads. The project suffered however from weaknesses in its ability to timely report back to the DA (due to a few agencies being late in their reporting) and extract and disseminate learning from the implementation process in order to be able to adjust accordingly. In some cases, discontinuity among project staff contributed to these challenges.

Conclusion 5 (Effectiveness): The supported project interventions contributed importantly towards the achievement of the three project outcomes defined for the project clusters. While

this required adaptation of existing tools and systems and in some cases new developments, the project entities were well suited and prepared to lift these tasks. The trade and transport connectivity issues and the introduction of more automated, integrated and digitalized solutions in transport and trade operations have been on the radar of the project entities' programme/project support for several years, however often with limited demand and prioritization within partner countries. With the COVID-19 pandemic, the countries' demand for these products and services sharply increased and provided an extraordinary opportunity for the project entities to launch their specific products and competencies in these areas as a response to the countries' specific requests.

Conclusion 6 (Effectiveness): The wide and extensive scope and coverage of UNTTC (global focus with joint participation of UNCTAD and all five regional commissions) was challenged by the special conditions created by the pandemic (time pressure, unsure funding arrangement, limited possibility for advance planning, "on the run" activity development etc.). Under these circumstances, the real benefits and value from such an ambitious joint project scope have not been clearly evidenced by this evaluation. With a few exceptions (e.g. eTIR (ECE/ESCWA), airship technology (ESCAP/ECLAC) and trade facilitation (ESCAP/ECA), the results from the project did in most cases not reach beyond the regions from where they were implemented within the timeframe of the project (beside those from UNCTAD who have a global mandate). Some online events organized by the regional commissions (e.g. ESCAP) also had a global outreach but with limited tangible results so far. In some cases, language barriers and time zone differences added to the difficulties of reaching outside the regional boundaries.

Conclusion 7 (Effectiveness): The multiple challenges related to the COVID-19 pandemic called for innovations and "thinking-out-of-the-box" both in relation to design and implementation of the project. Thus, several innovations were introduced and piloted through UNTTC, in most cases closely linked to programming already being implemented by the project entities. **While the effectiveness of these experiences is mixed, important learning for future interventions has been generated.** For the *design* process, the three-phased approach, funding arrangements, coordination aspects, online modalities etc. were all different from traditional DA project designs. For the *implementation*, it was particularly the need to conduct all capacity building and training events virtually that called for innovative approaches for organizing webinars and developing e-learning modules. This required much preparation work to shorten down sessions considerably (from full days to a few hours of interaction) combined with homework tasks. This allowed these events to become more inclusive, although the mixing of many participants from different regions and countries and with rather mixed levels of experience in some cases made them less effective. It was also found that while the "communities" attending e.g. webinars were often quite active during the event, it was difficult to maintain interactions afterwards. It is noted that some of the best planned webinars and e-learning courses piloted during UNTTC are continuing to being offered with relatively large number of attendees. These courses are characterized by being highly demand-oriented and having a strong focus on use of participatory and interactive didactive approaches.

Conclusion 8 (Sustainability): Sustainability has mainly been pursued by the project through strong country ownership, better integration of innovation with technologies, and multi-stakeholder involvement. Some reluctance to make required changes in management procedures/operations and legislation within countries have however challenged the sustaining of the interventions. In a number of the implemented activities, the scope was widened

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from being only COVID-19 focused to include a broader resilience perspective (e.g. port management, ASYREC etc.). This has contributed to a continued interest and relevance for these activities. Likewise, the process to switch from contactless and paperless systems towards digital solutions was boosted during the pandemic. In some cases, however, it has also been seen that change management and legal processes within national administrations have not followed the pace of technological development, and some advances made (e.g. in customs) were therefore rolled back as soon as the COVID-19 pandemic started to slow down. Some project entities have managed to attract additional funding for continuing and expanding project interventions.

Conclusion 9 (Coherence): Most key products and tools developed and provided by the project entities through UNTTC have been complementary to or further developments of previous or ongoing work undertaken by these entities. On the other hand, the level and depth of planned complementary actions *across* project entities has been limited. From a short-term perspective, it would most likely have been more cost-effective to implement a number of separate projects compared to one overall joint project with three clusters. At the same time however, it needs to be acknowledged that the project has prepared important ground for enhanced future collaborations between the project entities and opportunities and results from this (e.g. formulation of joint project proposals) have started to emerge. In this light, the project has served as a rather effective broker between project entities for future collaborations and interactions. While there are examples of some good coordination with, and complementary to, the response of other UN entities to COVID-19 in delivering socio-economic support to the Member States, in general it has been difficult to coordinate project interventions with other UN entities.

Conclusion 10 (Gender, Human Rights and Disability): Gender equality has been mainstreamed in UNTTC in the sense that gender disaggregated data were collected, and all project entities paid due attention to ensuring equal participation of men and women in training sessions and events, including having both men and women presenting. However, gender equality as a topic has not been mainstreamed systematically into activities and there are few examples of training activities where gender has actually been discussed as part of the curricula. There has been very limited focus on including people living with a disability and other vulnerable groups. A leaving no one behind approach was applied when it concerned selection of countries but there has been limited discussions on who the most vulnerable people are and to what extent UNTTC could support them or at least ensure doing no harm. On the other hand, transparency, participation and accountability which are essential elements of applying a HRBA have been essential for UNTTC. Gender equality has mainly been a focus in more targeted interventions such as women in the maritime industry implemented by ECLAC. The module on gender equality for NTFC members which forms part of the Empowerment Programme provided however a good example of how inclusion can be mainstreamed into trade facilitation.

10.3 Recommendations

The evaluation findings, learning and conclusions lead to the following recommendations:

Strategic Recommendation 1 (to the DA): DA should continue encouraging joint project development among agencies on nexus issues and addressing issues in development of holistic approaches. When properly planned and implemented, joint actions have the potential to provide better and more holistic results for countries. However, compared to UNTTC, the

scope should be carefully designed and the approach to capacity building adjusted to become more effective in terms of achieving results at national level and the possibilities for sustaining/scaling of supported interventions. In order to strengthen the effectiveness and funding opportunities for joint projects further, this should include:

- Less agencies/entities involved in the same project and attention to agencies different capacities to implement.
- Narrower geographical or thematic focus.
- Strengthening of project governance and ownership by not only involving lead agencies in steering discussions but all involved entities.
- Focus on the promotion of existing global UN agreements / conventions / standards and tools.
- Further exploring opportunities for partnerships with private sector (e.g. with the port and shipping industry) and strengthen linkages to other UN supported interventions.

Strategic Recommendation 2 (to the DA): **More clear operational guidance and support need to be provided to agencies on how to develop, monitor and evaluate joint projects.[53]** This should include more specific guidance on:

- The need for developing a clearly articulated Theory of Change for the joint projects, including clear articulation of key assumptions and drivers for achievement of joint results.
- How to develop *nested results frameworks* with clear considerations of how joint actions are supposed to contribute to higher-level results, as part of a larger contribution system with multiple actors (linked to *nested Theories of Change*).[54]
- How to develop *monitoring plans* (according to indicator framework) with definition of clear roles and responsibilities for collection of monitoring data.[55]
- How to formulate, monitor and measure *cross-cutting and inter-institutional results* as part of joint projects, both from a short-term, medium-term and longer-term perspective.
- How to extract and document *cross-institutional learning* from implementation of joint interventions.
- How to demonstrate *complementarity* in the planned interventions.

Strategic Recommendation 3 (to UNCTAD and the regional commissions): **Strengthen the connectivity between trade and transport sections internally within the commissions/agencies as well as across regions with a view to enhance focus on the trade-transport nexus and the quality of support.** This should include:

- Enhanced *internal interaction* and development of *joint agenda* between trade and transport teams in the commissions to facilitate that government decision makers in trade and transport are addressed from the holistic transport-trade connectivity perspective. This, however, needs to take into consideration that trade and transport issues usually are managed separately in the countries, with different agencies and line ministries involved, representing an institutional development challenge.

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[53] A concrete step has been taken by developing of the "Guidance Note on Terminal Evaluation of Joint Projects", United Nations Development Account (June 2023, V.1) The Project Document Guidelines for the 16th tranche (issued in May 2023) also include guidance specific to the development and monitoring of joint projects.

[54] Reflected in the recently developed "Guidance Note on Terminal Evaluation of Joint Projects", United Nations Development Account, June 2023, V.1.

[55] Ibid.

- More explicit focus on aspects related to change management processes and internal power relations (political economy) in planning and implementation of capacity building activities within governmental institutions and authorities.
- Focus on identification/analysis of countries which could serve as geopolitical drivers/promotors/champions of the trade-transport nexus within regions to help promote the nexus agenda and the UN global conventions / agreements at higher-level political fora.
- Enhance organization of cross-regional learning session with participation of piloted/targeted countries to allow for cross-learning across regions and countries.

Strategic Recommendation 4 (to UNCTAD and the regional commissions): **In order to more strongly promote gender equality and human rights, DA projects need to ensure that projects clearly define whom the most vulnerable people are and that analysis of gender dimensions within a specific sector is included.** This should further include clearly defined targets in results frameworks and development of data collection tools that allow for disaggregation by gender and vulnerability. It also includes a dedicated focus to ensuring consultations of women and people living with a disability (or organizations representing these groups) in research, law formulation and policy developments to ensure their perspectives and needs are duly taken into account. In addition, in order to fully reflect a focus on people living with a disability or other identified vulnerable groups the following recommendations should be integrated into future joint project designs:
- Proper analysis of whom the most vulnerable people are and gender dimensions.
- Collection of data that reports on not only how many women and men are reached but also youth, people living with a disability etc. and other vulnerable groups considered a target group for the specific intervention. The ongoing analysis of these data during implementation is essential to understand whether the intended target groups are reached or other strategies are required.
- In order to ensure consideration of people living with a disability in trade facilitation, people living with a disability or organizations representing them should be included in NTFCs and measured to the same extent as representation of women.
- In order to influence policy and advocate for a greater level of inclusion, it is crucial that research papers and studies include analysis of human rights, gender dimensions and considerations of whom the most vulnerable people are within a specific sector.
- A dedicated outreach and communication strategy is required to ensure reaching of vulnerable groups and people living with a disability etc. In order to ensure enrollment of such target groups in training courses etc. a different outreach and communication approach is required (e.g. communication directly through organizations working with people living with a disability to ensure that the messages are being communicated to the right people/community).

Annexes

Annex 1.   Evaluation matrix

	OECD/DAC criteria	Evaluation question	Judgement criteria	Means of verification
1	Relevance	To what extent was the project designed to target the new needs and priorities of participating countries as a result of COVID-19?	Extent to which consultations and previous experiences from other emergencies have been considered to ensure that the needs and concerns of participating countries are well understood in proceeding with rollout and responding to emerging concerns along the way	Document review KIIs and meetings with project coordination team, DA focal points in participating entities, DA project management team etc. Online surveys with trained participants
2	Relevance	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)?	Extent to which the project is aligned with socio-economic response plans and actions of participating countries (concrete examples provided!)	KIIs with project teams and Member State representatives Review of Response Plan Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.)
3	Efficiency	How well coordinated was the response among the entities implementing the joint project?	Mechanisms established/actions taken to share information and work planning across the implementing entities. Level of joint work planning/actions and synergies across the three clusters, including	Review of minutes from coordination meetings, workplans, etc.) KIIs and meetings with project coordination team, project teams, DA focal points in participating entities, DA project management team etc.

			timing and sequencing of supported interventions Extent to which interventions managed by different implementing entities do not lead to duplication of efforts and/or too heavy loads on participating countries within a short time frame	Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.) Validation of reconstructed project ToC with project stakeholders
4	Efficiency/ Effectiveness	How did the three-phase budgeting and programming approaches impact the effective and efficient delivery of the project?	Extent to which the three-phase budgeting has created bottlenecks to implementation and/or flexibility and agility to respond to the unprecedented global crisis Extent to which budget and resources have been properly allocated amongst the implementing entities in view of activities and deliverables	KIIs and meetings with project coordination team, project teams, DA focal points in participating entities, DA project management team etc. Consultations with Member States governmental actors Assessment of budgets vs deliverables
5	Efficiency/ Effectiveness	To what extent have the programme (Development Account) and project governance and management structures and processes enabled, or hindered, the efficient and effective implementation of the joint project and its results achievement?	Extent to which the division of roles and responsibilities among participating entities have been clear and supportive to achievement of the overall goals of the project Adequacy of implementing partner's set-up and ability to jointly respond to and follow up on implemented activities and demands from participating countries	KIIs and meetings with project coordination team, project teams, DA focal points in participating entities, DA project management team Consultations with Member States governmental actors Document review

			Extent to which the lines of communication and coordination between the participating entities are well-established and based on clear roles and responsibilities Extent to which critical project data and information have been systemically collected and shared and used for learning, decision-making and improvement of ongoing interventions Extent to which the project structure and organization (incl. the budget) has enabled a flexible and adaptive implementation approach	
6	Effectiveness	To what extent has the project contributed to the expected outcomes as enunciated in the project document?	Influence of the project vs that of other interventions in same the context Extent to which the applied implementing approaches and methods are delivered and working as expected Extent to which key assumptions and drivers for change have been properly identified and their contribution/non-contribution realized (intended and unintended).	KIIs with project coordination team and project teams Final project report Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.) Online surveys with trained participants Analysis of social media, downloads of research/publications

			Extent to which adequate support/mitigation measures have been taken to address any implementation challenges.	Data trend analysis Validation of reconstructed project ToC with project stakeholders
7	Effectiveness	How did the response contribute to the participating country Governments' responses to COVID-19, especially in the area of transport and trade?	Extent to which the project support has contributed to improvements in participating countries' transport and trade systems (speed, connectivity, digitalization, inclusiveness etc.) Extent to which the project has contributed to/facilitated enhanced collaboration and interaction between countries and institutions in the area of transport and trade Extent to which the Trade Facilitation Committees consist of the right mix of public/private entities and are capacitated to respond quickly	KIIs with project teams and Members State actors Online surveys (including with NTFCs) Data trend analysis Analysis of social media Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.)
8	Effectiveness	What innovative approach or tool, if any, did the response use, and what were the outcomes and lessons learned from its application?	Extent to which approaches/tools have been applied previously or reflect improvements from the past Extent to which results from use of any new/improved approaches/tools are contributing to project outcomes and have further potentials for uptake	KIIs with project teams and key stakeholders Online surveys with trained participants Analysis of social media Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key

				stakeholders, other development actors etc.)
9	Sustainability	What measures were adopted to ensure that outcomes of the response would continue after the project ended?	Extent to which follow-up mechanisms/actions have been pursued/put in place by the project Extent to which training, conferences, webinars have led to establishing of forums/networks/collaborations after the activities were finalized Extent to which introduced tools, guidelines and systems have been adopted and endorsed by countries	Review of project documentation KIIs and meetings with project teams and key stakeholders from countries Online surveys with trained participants Analysis of social media, downloads of research/publications Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.)
10	Coherence	To what extent was the project complementary to, and coordinated with, other work undertaken by the implementing entities?	Extent to which the project has allied with other projects/departments within the implementing entities (concrete examples identified) Mechanisms established/actions taken to share information and work planning with other departments/divisions of the implementing entities Extent to which the project has managed to identify and pursue partnerships with other	KIIs with project coordination team and project teams Online surveys with trained participants Analysis of website/social media related to implementing entities Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.)

			projects/programmes supported by the implementing entities	Review of data bases and Flagship reports prepared by the entities
11	Coherence	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?	Extent to which the project has allied with other UN entities (concrete examples identified!) Mechanisms established/actions taken to share information and work planning with other UN entities Extent to which the project has managed to identify and pursue partnerships with other projects/programmes supported by other UN entities and actors working in the same context	KIIs and meetings with project coordination team, project teams, and representatives from other UN entities Consultation with Member States representatives Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key stakeholders, other development actors etc.)
12	Gender, human rights and disability	To what extent were gender, human rights and disability perspectives integrated into design and implementation of the project? What results can be identified from these actions?	Extent to which gender concerns, human rights and disabilities aspects are well-integrated in the project document Extent to which project outputs reflect gender, human rights, disabilities Extent to which the selection of participants for training and other support has been based on transparent and rights-based procedures and secured the intended composition of these groups	KIIs with project staff, partners, Member States and training/conference/seminar participants Assessment of project documentation, including progress reports, post-training surveys etc. Online surveys with trained participants Analysis of social media, downloads of research/publications Country case studies (incl. consultations with UN Resident Coordinators and Country Teams, KIIs/FGDs with country level stakeholders incl. gov. actors, key in-country partners, sector/thematic key

			Extent to which seminars, conferences, trainings have reached both men and women and both men and women have participated in implementation of these (e.g. in panel discussions, conferences)	stakeholders, other development actors etc.)
			Extent to which organization's representing women's organizations have been involved	
			Extent to which concrete results reflecting human rights/gender/disabilities can be contributed to the project	

Annex 2. Key products per entity and focus countries

Team/entity	Key products developed as part of the UNTTC project	Focus countries for implementation
ECE		
Trade	1.Package of standards for digitalization of multimodal data and document exchange aligned with the UN/CEFACT standards and reference data models	Azerbaijan, Belarus, Ukraine
	2.Roadmap for the implementation of the SPECA Trade Facilitation Strategy	SPECA countries
Transport	3.eTIR international system	Azerbaijan, Armenia, Georgia, Pakistan, Tunisia, Turkey, Uzbekistan
ESCAP		
Trade	4.Readiness Assessments on Cross-Border Paperless Trade	Philippines, Azerbaijan, Tonga and Tuvalu
Transport	5.Guidelines on COVID-19 Response and Recovery Guidelines for Resilient and Sustainable International Road Freight Transport Connectivity in ASEAN	ASEAN countries
UNCTAD		
Trade Facilitation	6.Reform Tracker (trade facilitation). Web-based project management and monitoring tool for trade facilitation reforms.	Global
	7.Rapid assessments (effectiveness of trade measures and regulations in times of crisis)	Bolivia, Ecuador, Honduras, Mongolia, Peru and Zimbabwe.
	8.Trade Information Portals	Nine in the pacific region, as well as in Burundi, El Salvador Kenya, Rwanda Tanzania and Uganda
	9.NTFCs developed a coordinated response to the COVID19 with public and private sector participation	Angola, Bolivia, Ecuador, Mongolia, Honduras, Peru and Zimbabwe
TrainForTrade	10.Online course: Building Port Resilience Against Pandemics	Global (port communities, shipping companies, international organizations, local authorities, and CSO)
ASYCUDA	11. Automated System (new module): ASYREC	Vanuatu (SIDS)
DITC (NTMs)	12. TRAINS portal, online module	Kyrgyzstan, Vietnam
Transport	13. Guidebook for Ports on Building Capacity to Manage Risks and Enhance Resilience, including a five-step resilience-building methodology	Global
	- COVID-19 impact assessment reports	Global and regional
	- UNCTAD course on Ports and Maritime Supply Chain Resilience	Global

Policy and legislation	14. Four Online courses/workshops and four analytical reports/briefing notes, as well as one webinar for policymakers: Commercial contracts for the carriage of goods by sea and international sale of goods (CIF/FOB)	Developing countries
ESCWA		
	15. Connection of the national customs system of Tunisia (SINDA)	Tunisia
	16. Trainings courses on trade finance, e-customs systems and transport	All countries in region
ECA		
	17. Study on Smart and Seamless Transport and Trade Connectivity along Trans-African Corridors	African countries
	18. Digitization of transport and trade logistic	Piloted in Ethiopia, to be extended to five more countries
ECLAC		
	19. Policy briefs and sectoral analyses on COVID-19 impact on export, ports, transport, trade and logistics	LAC region
	20. Various Webinars related to COVID-19 impact on trade and transport in the region	LAC region

Non-UN Stakeholders listed in order of level of involvement in the project	Type and level of involvement in the project
National Customs Authorities from each TIR Convention Contracting Party and the International Road Transport Union (IRU)	Directs users, implementers
Government agencies, international organizations, the business community, custodians and users of various trade and transport documents	Direct users, co-developers, implementers
Regional organizations and commissions	Assessments, implementing partners
NTFCs	Implementing partners, recipients of capacity building
Custom authorities in general	Assessments, recipients of e-learning
Transport industry	Assessments, recipients of e-learning
Cross-Border Agencies, NGOs, Humanitarian Partners, Relief Agencies	Assessments, recipients of e-learning
Policymakers (in transport and related issues, e.g. trade, health, environment, customs, finance, etc.)	Direct users, implementing concrete actions, strategies and recommendations
Port communities in Africa, Asia, Latin America and the Caribbean, and Europe, members and partners of TrainForTrade, as well as other port communities that will benefit	Direct users, implementing concrete actions, strategies and recommendations
Government officers participating in data collection or online courses	Direct users
Technical/expert staff in relevant ministries and institutions	Partners, direct users
Transport and logistics operators and service providers from public and private sectors as well as relevant institutions/organizations	Partners, direct users
Regional integration mechanisms in Africa, Asia and the Pacific, Europe, Latin America and the Caribbean.	Partners
Multilateral Development Banks	Partners
Other relevant international entities (e.g. International Association of Ports and Harbours-IAPH)	Support delivery and promotion

Survey on training course on implications of the COVID-19 pandemic for commercial contracts

Background

Summary:
- General equal gender distribution of respondents. Slightly more male respondents (55%).
- Females are higher represented from Academic/research institutions, while males are higher represented from the private sector and government agencies.
- Respondents most often come from government agencies and the private sector.
- Respondents are broadly represented from all over the world with China as the highest represented country with 16% of respondents.
- Most respondents come from developing countries (60%). SIDS and LLDCs stand for 10% and 6% respectively, while LDCs stand for 7% of respondents. The remaining 16% come from developed countries.
- SIDS and LLDCs are mostly represented by government agencies. Developed countries are mostly represented by the private sector.
- One in three respondents are legal professionals involved in contract negotiation.

Methodological note:
- For comparability of results, respondents can only belong to one country group. Grouping of LLDC or SIDS dominate over LDC. Developing countries cover all other developing countries than LLDCs, SIDS, and LDCs. Conclusions on group differences have been checked for robustness of letting countries belong to more groups.

Table 9.   Gender and organization for respondents (number of respondents, 68 responses)

	Female	Male	Prefer not to answer	Grand Total
Government agency	8	13		21
Private sector	8	12		20
Academic/research institutions	7	4		11
Other (please specify)	4	5		9
International organization	3	1	1	5
NGO/civil society		1		1
Other public agency		1		1
Grand Total	**30**	**37**	**1**	**68**

Table 10. Country origin of respondents

Country	Number of respondents
China	11
Jordan	5
Ghana	4
Nigeria	3
Philippines	3
Spain	3

Tanzania		3
Algeria		2
Ethiopia		2
India		2
Maldives		2
South Africa		2
Bangladesh		1
Botswana		1
Brazil		1
Brunei		1
Canada		1
Ecuador		1
Germany		1
Greece		1
Guatemala		1
Indonesia		1
Italy		1
Jamaica		1
Mauritania		1
Mongolia		1
Norway		1
Pakistan		1
Palau		1
Peru		1
Portugal		1
Saudi Arabia		1
Singapore		1
St Lucia		1
Suriname		1
Turkey		1
United Kingdom		1
United States of America		1
Grand Total		**68**

Table 11. Country grouping of respondents

	Number of respondents	Share
LLDC	4	6%
LDC	5	7%
SIDS	7	10%
Developed	11	16%

	Number	Share
Developing	41	60%
Grand Total	**68**	

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 12. Current situation/position of respondents

	Number	**Share**
I am involved in related training/continuing education	15	26%
I am an adviser in connection with related rights/obligations/claims/dispute resolution	20	35%
I am a legal professional/adviser involved in contract negotiation	22	39%
I don't belong to any of the above	11	19%

How the course increased understanding of the subject

Summary:

- Nearly two thirds of the respondents found the course significantly helped them understand all aspects of commercial contracts in a pandemic setting, including contractual approaches to risk-allocation (a complex issue). Over 95 % of the respondents indicated that the course improved their understanding of "Key implications of the pandemic for International Sale of Goods on cost, insurance and freight (CIF) and free on board (FOB) terms" and of "Key implications of the pandemic for commercial contracts for Carriage of Goods by Sea" (to some extent or significantly).
- Respondents from SIDS were generally the least positive. Most respondents from SIDS reported that the course to some extent helped them understand the different aspects of commercial contracts, but 50% also indicated that their understanding of commercial risk allocation clauses and of implications of the pandemic for contracts of carriage of goods by sea had significantly improved. LDCs were the most positive where the largest share found that they were significantly helped in their understanding.
- All respondents report that the material had been useful for their work (62% significantly, and 36% to some extent).
  - o Positive comments: The practical application of the course material was helpful, as was the aspects of the pandemic.
  - o Negative comments: Some respondents would have liked more practical applications. Missing cultural aspects and not enough details was also mentioned.

Table 13. To what extent did the course help your understanding of the following? (64 responses, gender disaggregated)

	Female			Male			Total		
	Not much	To some extent	Significantly	Not much	To some extent	Significantly	Not much	To some extent	Significantly
COVID-19's implications for commercial contracts in international shipping and trade.	0%	46%	54%	0%	39%	61%	0%	42%	58%
Key implications of the pandemic for International Sale of Goods on cost, insurance and freight (CIF) and free on board (FOB) terms.	4%	32%	64%	3%	36%	61%	3%	34%	63%

Key implications of the pandemic for commercial contracts for Carriage of Goods by Sea.	4%	32%	64%	0%	28%	72%	2%	30%	69%
Contractual approaches to commercial risk-allocation between the parties through the use of standard form clauses.	0%	32%	68%	0%	31%	69%	0%	31%	69%

Note: Rows sum to 100% lengthwise within a gender group. Color code indicates intensity.

Table 14. To what extent did the course help your understanding of the following? (64 responses, country disaggregated)

	Developed (#: 10)			Developing (#: 41)			LDC (#: 5)			LLDC (#: 3)			SIDS (#: 6)		
	Not much	To some extent	Significantly	Not much	To some extent	Significantly	Not much	To some extent	Significantly	Not much	To some extent	Significantly	Not much	To some extent	Significantly
COVID-19's implications for commercial contracts in international shipping and trade.	0%	40%	60%	0%	39%	61%	0%	60%	40%	0%	33%	67%	0%	67%	33%
Key implications of the pandemic for International Sale of Goods on cost, insurance and freight (CIF) and free on board (FOB) terms.	0%	40%	60%	5%	27%	68%	0%	20%	80%	0%	67%	33%	0%	67%	33%
Key implications of the pandemic for commercial contracts for Carriage of Goods by Sea.	0%	30%	70%	2%	29%	68%	0%	0%	100%	0%	33%	67%	0%	50%	50%
Contractual approaches to commercial risk-allocation between the parties through the use of standard form clauses.	0%	30%	70%	0%	34%	66%	0%	0%	100%	0%	33%	67%	0%	50%	50%

Note: Rows sum to 100% lengthwise within a country group. Color code indicates intensity.
For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 15. To what extent did the course help your understanding of the following? (7 responses, LDCs that are also LLDCs)

	LDCs including those who are also LLDCs		
	Not much	To some extent	Significantly
COVID-19's implications for commercial contracts in international shipping and trade.	0%	57%	43%
Key implications of the pandemic for International Sale of Goods on cost, insurance and freight (CIF) and free on board (FOB) terms.	0%	43%	57%
Key implications of the pandemic for commercial contracts for Carriage of Goods by Sea.	0%	14%	86%

Contractual approaches to commercial risk-allocation between the parties through the use of standard form clauses.	0%	14%	86%

Note: Rows sum to 100% lengthwise within a country group. Color code indicates intensity.

Table 16. Has the material covered in the course been useful for your work? (58 responses)

	Number of respondents	Share of respondents who answered
Not much	1	2%
To some extent	21	36%
Significantly	36	62%
Total answers	58	100%

Use and sharing of material.

Summary:

- The course material and reports have to a high degree been used after the course by participants (around three quarters of the respondents have reported to use the material afterwards).
- Almost half of the respondents have shared the material afterwards. The report "*COVID-19 implications for commercial contracts: Carriage of goods by sea and related cargo claims*" has been shared the most.
  - Participants from developed countries did not share the materials.
  - LDCs shared the most material. The report "*COVID-19 implications for commercial contracts: International sale of goods on CIF and FOB terms*" was shared by all respondents from LDCs.
  - LLDCs most often shared the report "*Contracts for the carriage of goods by sea and multimodal transport.*"
- 1 in 3 respondents have used the material for training others. LLDCs and LDCs most often used it for training (67%). Developed countries and SIDS did it the least (20%)

Table 17. Please indicate which course materials and/or related UNCTAD reports you have consulted after the course (58 responses)

	Number		Share	
	Yes	No	Yes	No
COVID-19 implications for commercial contracts: Carriage of goods by sea and related cargo claims.	41	17	71%	29%
COVID-19 and International Sale of Goods: Contractual Devices for Commercial Risk Allocation and Loss Prevention.	42	16	72%	28%
Contracts for the carriage of goods by sea and multimodal transport.	43	15	74%	26%
The PowerPoint presentations and/or other course materials (synopses, compilation of clauses, comparative table, case studies)	46	12	79%	21%
COVID-19 implications for commercial contracts: International sale of goods on CIF and FOB terms.	46	12	79%	21%

	Developed	Developing	LDC	LLDC	SIDS	Total
The PowerPoint presentations and/or other course materials.	0%	43%	75%	33%	50%	**38%**
COVID-19 implications for commercial contracts: International sale of goods on CIF and FOB terms.	0%	49%	100%	33%	67%	**45%**
COVID-19 implications for commercial contracts: Carriage of goods by sea and related cargo claims.	0%	51%	75%	67%	67%	**47%**
Contracts for the carriage of goods by sea and multimodal transport.	10%	51%	25%	67%	50%	**43%**
COVID-19 and International Sale of Goods: Contractual Devices for Commercial Risk Allocation and Loss Prevention.	0%	46%	75%	67%	67%	**43%**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 19. Have you used the course materials or related reports for training others? (54 responses, country disaggregated)

	Developed	Developing	LDC	LLDC	SIDS	Total
No	15%	41%	2%	2%	7%	67%
Yes	4%	20%	4%	4%	2%	33%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Use of course for decision making or strategies.

Summary:

- The course has broadly been used to inform decision making. Most often by LDCs and least from Developed countries, but all did use it.
- The respondents who did not use it for decision making, did not have an occasion for it. A few still need more knowledge or felt the course was too biased towards shipowners interests rather than cargo owners.
- Positive learnings include teaching of new knowledge not provided anywhere else, concrete information to decision makers, and general positive feedback.
- Almost half of the respondents have used the course to develop clauses for commercial contracts (45%)
- Those who did not do it, most often did not have an occasion for it, and one mentions that bigger companies have stronger bargain power on clauses, why it is not possible for that person to develop themselves.
- Positive learnings include that the course support their professional work, that they have a better understanding of force majeure, and that they understand the process behind clauses for commercial contracts better.
- One in three respondents have attended or is aware of other training options on the subject.

Table 20. Have you been able to use the course to inform decision-making, advice, or policy development (manuals, guidelines, policies, strategies etc.)? (58 responses, country disaggregated)

	Developed	Developing	LDC	LLDC	SIDS	Total
Yes	50%	74%	100%	67%	67%	**71%**
No	50%	26%	0%	33%	33%	**29%**
Total answers	10	35	4	3	6	**58**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 21. Have you been able to use the course to inform decision-making, advice, or policy development (manuals, guidelines, policies, strategies etc.)? (6 responses, LDCs that are also LLDCs)

	LDCs that are also LLDCs
Yes	71%
No	14%
blank	14%
Total answers	6

Table 22. Have you been able to use the course to develop clauses for commercial contracts? (58 responses, country disaggregated)

	Developed	Developing	LDC	LLDC	SIDS	Grand Total
Yes	40%	40%	100%	0%	67%	45%
No	60%	60%	0%	100%	33%	55%
Total answers	10	35	4	3	6	58

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 23. Are you aware of or have you attended any other training related to the same subject?

	No	Yes
Number of responses	38	16
Share of responses	70%	30%

List of known training providers	Frequency
Legal professionals	3
University	3
UNCTAD	2
Bangladesh Foreign Trade Institute	1
China International Economic and Trade Arbitration Commission	1
Other themes (gender, maritime, transport and train facilitation)	3

Survey on the course "Negotiating Regional Trade Agreements (RTA) for Trade in Times of Crisis and Pandemic".

Background

Summary:
- Asian countries are mostly represented even though the invitation was sent to both ESCAP countries (pilot course) and UNCTAD countries (global course)
- Majority from developing countries.
- Nigeria and Pakistan are the most common countries for respondents, but countries are overall broadly represented.
- Equal gender distribution
- Government agency is the most common background for respondents. No significant difference across gender.

Methodological note:
- For comparability of results, respondents can only belong to one country group. Grouping of LLDC or SIDS dominate over LDC. Developing countries cover all other developing countries than LLDCs, SIDS, and LDCs. Conclusions on group differences have been checked for robustness of letting countries belong to more groups (not presented here).

Table 24. Regional distribution of respondents (52 responses)

Region	Number of respondents	Share of respondents
Europe	2	4%
Oceania	3	6%
Americas	10	19%
Africa	16	31%
Asia	21	40%
Grand Total	**52**	**100%**

Table 25. Country origin of respondents

Country	Number of respondents
Argentina	2
Bangladesh	2
Barbados	1
Brazil	1
Burkina Faso	1
Cambodia	2
China	1
Costa Rica	2
Dominican Republic	1
Egypt	2
Ethiopia	1

Germany		1
Guyana		1
India		3
Italy		1
Ivory Coast		1
Kenya		2
Marshall Islands		1
Mongolia		1
Nauru		1
Nepal		1
Nigeria		5
Pakistan		5
Philippines		2
South Africa		1
Timor-Leste		1
Tonga		1
Trinidad & Tobago		1
Turkmenistan		1
Uganda		1
Venezuela		1
Vietnam		2
Zambia		1
Zimbabwe		1
Grand Total		**52**

Table 26. Organization and gender distribution of respondents

Organization	Female	Male	Total	Total share
Civil society	2	1	**3**	6%
Other	2	1	**3**	6%
Academic	1	3	**4**	8%
International organization	1	3	**4**	8%
Private sector	4	3	**7**	13%
Government	15	16	**31**	60%
Grand Total	**25**	**27**	**52**	**100%**

Usefulness of the Handbook on Provisions and Options for Trade in Times of Crisis and Pandemic and it's chapters

Summary:
- Half of the respondents have used the handbook in their work to a large extent. The rest to some extent. Only a few to a limited extent. No significant difference between country

groups. Males used the handbook more than females (male: 63% to a high degree, female: 28% to a high degree)

Table 27. To what extent has the Handbook on Provisions and Options for Trade in Times of Crisis and Pandemic been useful in your current work? (46 answers, country disaggregated)

	Developed	Developing	LCD	LLDC	SIDS	Grand Total
To a large extent	0%	43%	75%	50%	50%	**46%**
To some extent	50%	40%	25%	25%	38%	**37%**
To a limited extent	50%	3%	0%	13%	0%	**6%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**
Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 28. To what extent has the Handbook on Provisions and Options for Trade in Times of Crisis and Pandemic been useful in your current work? (46 responses, gender disaggregated)

	Female	Male	Grand Total
To a large extent	28%	63%	**46%**
To some extent	48%	26%	**37%**
To a limited extent	8%	4%	**6%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Summary of essential goods and services:
- Males are generally more satisfied than females (12% of females have not at all or limited use of the aspect in their work).
- The females who are not using it, say that Essential goods and Services are not their main area of work.
- All country groups are generally using it. No major differences, but developing countries are the only ones represented in limited or not at all.

Table 29. To what extent has the aspects of Essential Goods and Services covered in the Handbook been useful for your work? (46 responses, country disaggregated)

	Developed	Developing	LCD	LLDC	SIDS	Grand Total
To a large extent	0%	40%	50%	50%	38%	**40%**
To some extent	100%	37%	50%	38%	50%	**42%**
To a limited extent	0%	7%	0%	0%	0%	**4%**
Not at all	0%	3%	0%	0%	0%	**2%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**

Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 30. To what extent has the aspects of Essential Goods and Services covered in the Handbook been useful for your work? (46 answers, gender disaggregated)

	Female	**Male**	**Grand Total**
To a large extent	32%	48%	**40%**
To some extent	40%	44%	**42%**
To a limited extent	8%	0%	**4%**
Not at all	4%	0%	**2%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Summary on trade facilitation:
- Within trade facilitation, options related to paperless trade were the least useful.
    - The ones who found it not/limited useful were from LLDC or developing countries.
- People generally found it useful (more than 80% to a large or some extent)
- No significant gender differences.

Table 31. To what extent has the aspects of Trade Facilitation covered in the Handbook been useful for your work? (52 responses)

	To a large extent	To some extent	To a limited extent	Not at all	(blank)	Total
Legal aspects of trade facilitation	52%	37%	0%	0%	12%	100%
Trade facilitation options on paperless trade	46%	35%	6%	2%	12%	100%
Trade facilitation options on other measures related to expedited release and clearance of essential goods	50%	33%	4%	2%	12%	100%
Trade facilitation options on cooperation between border agencies and trade facilitation committees	52%	33%	4%	0%	12%	100%

Table 32. To what extent has the aspects of Trade Facilitation covered in the Handbook been useful for your work? (Female respondents, 25 responses)

	To a large extent	To some extent	To a limited extent	Not at all	(blank)	Total
Legal aspects of trade facilitation	56%	28%	0%	0%	16%	100%
Trade facilitation options on paperless trade	44%	32%	4%	4%	16%	100%
Trade facilitation options on other measures related to expedited release and clearance of essential goods	44%	32%	4%	4%	16%	100%
Trade facilitation options on cooperation between border agencies and trade facilitation committees	52%	28%	4%	0%	16%	100%

Table 33. To what extent has the aspects of Trade Facilitation covered in the Handbook been useful for your work? (Country disaggregated)

SIDS	To a large extent	To some extent	To a limited extent	Not at all	(blank)	Total
Legal aspects of trade facilitation	6	1			1	8
Trade facilitation options on paperless trade	6	1			1	8
Trade facilitation options on other measures related to expedited release and clearance of essential goods	6	1			1	8
Trade facilitation options on cooperation between border agencies and trade facilitation committees	6	1			1	8

LLDC	To a large extent	To some extent	To a limited extent	Not at all	(blank)	Total
Legal aspects of trade facilitation	3	4			1	8
Trade facilitation options on paperless trade	2	3	2		1	8
Trade facilitation options on other measures related to expedited release and clearance of essential goods	3	3	1		1	8

	To a large extent	To some extent	To a limited extent	Not at all	(blank)	Total
Trade facilitation options on cooperation between border agencies and trade facilitation committees	4	3			1	8
LDCs						
Legal aspects of trade facilitation	3	1				4
Trade facilitation options on paperless trade	3	1				4
Trade facilitation options on other measures related to expedited release and clearance of essential goods	1	3				4
Trade facilitation options on cooperation between border agencies and trade facilitation committees	1	3				4
Developing						
Legal aspects of trade facilitation	15	11			4	30
Trade facilitation options on paperless trade	13	11	1	1	4	30
Trade facilitation options on other measures related to expedited release and clearance of essential goods	16	8	1	1	4	30
Trade facilitation options on cooperation between border agencies and trade facilitation committees	16	8	2		4	30

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Summary on sanitary and phytosanitary (SPS) and technical barriers to trade (TBT) as well as intellectual property rights (IPR):
- SPS/TBT and IPR were generally less useful than the other aspects in the handbook.
    - LLDCs and Developing countries were where most did not find it useful.
- Males found SPS/TBT less useful than females. Generally equal gender distribution for IPR

Table 34. To what extent has the aspects of Sanitary and Phytosanitary (SPS) and Technical Barriers to Trade (TBT) Measures covered in the Handbook been useful to your work? (Country disaggregated)

	Developed	Developing	LDC	LLDC	SIDS	Grand Total
To a large extent	0%	37%	75%	25%	50%	**38%**
To some extent	100%	37%	0%	50%	25%	**37%**
To a limited extent	0%	10%	25%	0%	13%	**10%**

Not at all	0%	3%	0%	13%	0%	**4%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**
Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 35. To what extent has the aspects of Sanitary and Phytosanitary (SPS) and Technical Barriers to Trade (TBT) Measures covered in the Handbook been useful to your work? (Gender disaggregated)

	Female	**Male**	**Grand Total**
To a large extent	32%	44%	**38%**
To some extent	44%	30%	**37%**
To a limited extent	4%	15%	**10%**
Not at all	4%	4%	**4%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Table 36. To what extent has the aspects of Intellectual Property Rights covered in the Handbook been useful to your work? (Country disaggregated)

	Developed	**Developing**	**LDC**	**LLDC**	**SIDS**	**Grand Total**
To a large extent	0%	40%	50%	25%	38%	**37%**
To some extent	100%	33%	50%	25%	25%	**35%**
To a limited extent	0%	7%	0%	13%	25%	**10%**
Not at all	0%	7%	0%	25%	0%	**8%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**
Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 37. To what extent has the aspects of Intellectual Property Rights covered in the Handbook been useful to your work? (Gender disaggregated)

	Female	**Male**	**Grand Total**
To a large extent	32%	41%	**37%**
To some extent	36%	33%	**35%**
To a limited extent	8%	11%	**10%**
Not at all	8%	7%	**8%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Summary on digital trade:

- The most useful aspect of digital trade was "*RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework*" (highest share of "use to a large extent")
- The least useful was "*Bridging the digital divide (incl. access to affordable devices and internet)*" (highest share of limited or nor at all useful)
- SIDS were generally more positive while LLDCs were more negative.
- Females were "less extreme" in their responses.
  - o More males reported limited or no use of digital trade aspects.
  - o More males reported use to a large degree.
  - o I.e., females overrepresented the middle ground.

Table 38. To what extent has the aspects of Digital Trade covered in the Handbook been useful in your work? (52 responses)

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
Legal aspects of digital trade	44%	40%	2%	2%	0%	12%	100%
RTA options on data protection, cross-border data flows, and data localization	40%	42%	6%	0%	0%	12%	100%
RTA provisions on online consumer protection	38%	40%	8%	2%	0%	12%	100%
RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework	46%	33%	8%	0%	2%	12%	100%
RTA options on electronic payments	40%	40%	4%	0%	2%	13%	100%
Bridging the digital divide (incl. access to affordable devices and internet)	40%	37%	10%	2%	0%	12%	100%

Table 39. To what extent has the aspects of Digital Trade covered in the Handbook been useful in your work? (Female respondents, 25 responses)

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
Legal aspects of digital trade	40%	44%	0%	0%	0%	16%	100%
RTA options on data protection, cross-border data flows, and data localization	32%	52%	0%	0%	0%	16%	100%
RTA provisions on online consumer protection	36%	44%	4%	0%	0%	16%	100%

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework	40%	44%	0%	0%	0%	16%	100%
RTA options on electronic payments	36%	48%	0%	0%	0%	16%	100%
Bridging the digital divide (incl. access to affordable devices and internet)	36%	40%	8%	0%	0%	16%	100%

Table 40. To what extent has the aspects of Digital Trade covered in the Handbook been useful in your work? (Developing countries, 30 responses)

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
Legal aspects of digital trade	47%	40%	0%	0%	0%	13%	100%
RTA options on data protection, cross-border data flows, and data localization	40%	43%	3%	0%	0%	13%	100%
RTA provisions on online consumer protection	40%	37%	10%	0%	0%	13%	100%
RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework	50%	30%	7%	0%	0%	13%	100%
RTA options on electronic payments	43%	40%	3%	0%	0%	13%	100%
Bridging the digital divide (incl. access to affordable devices and internet)	43%	40%	3%	0%	0%	13%	100%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 41. To what extent has the aspects of Digital Trade covered in the Handbook been useful in your work? (LLDCs, 8 responses)

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
Legal aspects of digital trade	38%	38%	0%	13%	0%	13%	100%
RTA options on data protection, cross-border data flows, and data localization	25%	50%	13%	0%	0%	13%	100%
RTA provisions on online consumer protection	25%	50%	0%	13%	0%	13%	100%
RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework	25%	38%	13%	0%	13%	13%	100%
RTA options on electronic payments	25%	50%	0%	0%	13%	13%	100%

Bridging the digital divide (incl. access to affordable devices and internet)	25%	25%	25%	13%	0%	13%	100%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 42. To what extent has the aspects of Digital Trade covered in the Handbook been useful in your work? (SIDS, 8 responses)

	To a large extent	To some extent	To a limited extent	Not at all	Don't know	(blank)	Grand Total
Legal aspects of digital trade	50%	38%	0%	0%	0%	13%	100%
RTA options on data protection, cross-border data flows, and data localization	50%	38%	0%	0%	0%	13%	100%
RTA provisions on online consumer protection	38%	50%	0%	0%	0%	13%	100%
RTA provisions on electronic signatures, electronic authentication, and domestic electronic transactions framework	38%	50%	0%	0%	0%	13%	100%
RTA options on electronic payments	50%	25%	0%	0%	0%	25%	100%
Bridging the digital divide (incl. access to affordable devices and internet)	38%	38%	13%	0%	0%	13%	100%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Summary of transparency:
- Transparency is generally useful to a large degree (almost half)
- No significant differences between genders
- LLDCs found it least useful.
- It has contributed to develop new policies for 1 respondent.

Table 43. To what extent has the aspects of Transparency covered in the Handbook been useful in your work? (Country disaggregated)

	Developed*	Developing	LDC*	LLDC	SIDS	Grand Total
To a large extent	50%	47%	50%	13%	50%	**42%**
To some extent	50%	37%	50%	50%	25%	**38%**
To a limited extent	0%	0%	0%	13%	13%	**4%**
Not at all	0%	3%	0%	13%	0%	**4%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**
Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

*: Small number of respondents
Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

	Female	Male	Grand Total
To a large extent	36%	48%	**42%**
To some extent	40%	37%	**38%**
To a limited extent	4%	4%	**4%**
Not at all	4%	4%	**4%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Summary on building forward better (BFB):

- 42% found BFB to be useful to a large extent (especially men) but 15% found it useful to a limited extent (with a larger representation of women saying to a limited extent).
- Large country differences. SIDS found it most useful. Developed and LLDCs least.
- Smaller gender differences. Males used these aspects more than women.
- Almost ALL respondents have increased capacity to understand and design legal aspects of RTAs.

Table 45. To what extent have the aspects of Development and Building Forward Better covered in the Handbook been useful in your work? (Country disaggregated)

	Developed*	Developing	LDC*	LLDC	SIDS	Grand Total
To a large extent	0%	40%	50%	38%	63%	**42%**
To some extent	50%	27%	50%	25%	25%	**29%**
To a limited extent	50%	17%	0%	25%	0%	**15%**
Not at all	0%	3%	0%	0%	0%	**2%**
(blank)	0%	13%	0%	13%	13%	**12%**
Grand Total	100%	100%	100%	100%	100%	**100%**
Number of respondents	*2*	*30*	*4*	*8*	*8*	*52*

*: Small number of respondents

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 46. To what extent have the aspects of Development and Building Forward Better covered in the Handbook been useful in your work? (Gender disaggregated)

	Female	Male	Grand Total
To a large extent	36%	48%	**42%**
To some extent	24%	33%	**29%**
To a limited extent	20%	11%	**15%**
Not at all	4%	0%	**2%**
(blank)	16%	7%	**12%**
Grand Total	100%	100%	**100%**
Number of respondents	*25*	*27*	*52*

Table 47. Have the course and Handbook enhanced your capacity to understand and design legal provisions in RTA, especially for better preparedness for future crisis?

	Developed	Developing	LDC	LLDC	SIDS	Grand Total
Yes	2	26	4	5	6	**43**
Not sure				2	1	**3**
(blank)		4		1	1	**6**
Grand Total	2	30	4	8	8	**52**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Sharing of material

Summary:
- The handbook has been shared more than the PowerPoint and other course material.
- Developing countries share material the most, SIDS share the least.
  - Developing countries share the PowerPoint material the least.
- Male respondents use the handbook and course material for training others more than female respondents although the difference is small.

Figure 8.   Have you shared any of the course materials and/or the Handbook with your professional network?
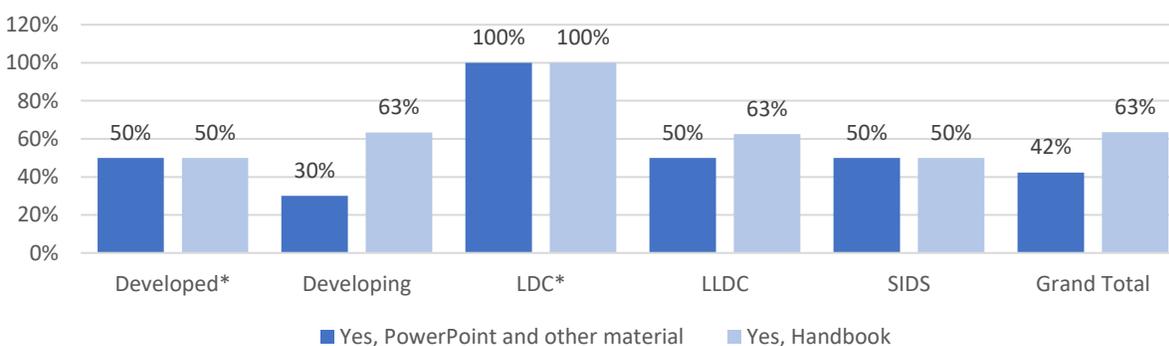
*: Small number of respondents
Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Figure 9.   Have you used the course materials or Handbook for training others?
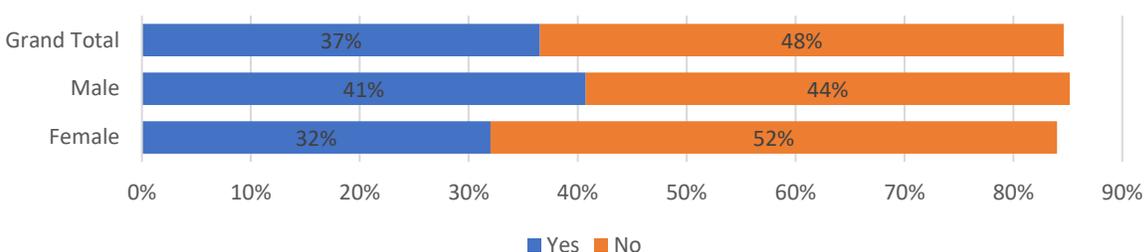
Survey on "Adapting the use of ASYCUDA World to the COVID-19 Situation: Guidelines to Customs Administration"

Background

Summary:
- 24 responses.
- Respondents come from management positions.
- Respondents are primarily male.
- Broad country representation.
    - o Primarily African and Asian counties
    - o Primarily LLDCs and developing countries.
    - o No LDCs (other than landlocked and small islands) and almost no developed.

Methodological note:
- For comparability of results, respondents can only belong to one country group. LLDC or SIDS dominate over LDC. Developing countries cover all other developing countries than LLDCs, SIDS, and LDCs. Conclusions on group differences have been checked for robustness of letting countries belong to more groups (not presented here).

Table 48. Gender distribution and position of respondents

	Female	Male	Grand Total
Staff		3	**3**
Senior management		9	**9**
Other management positions	2	9	**11**
Other, please specify:		1	**1**
Grand Total	**2**	**22**	**24**

Table 49. Country grouping and region of respondents

|	Africa	Americas	Asia	Europe	Grand Total
Developed				1	**1**
Developing	4		4		**8**
LLDC	9		1		**10**
SIDS	2	2	1		**5**
Grand Total	**15**	**2**	**6**	**1**	**24**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 50. Country distribution of respondents

Country	Respondents
Belgium	1
Burundi	1
Cape Verde	1
Comoros	1
Congo	1
Dominica	1
Ivory Coast	2

Lesotho	2
Malawi	1
Namibia	1
Nepal	1
Niger	1
Rwanda	2
Sri Lanka	4
Zambia	1
Burkina Faso	1
Saint Kitts and Nevis	1
Timor-Leste	1
Grand Total	**24**

Adopting the ASYCUDA guidelines in customs administration

Summary:
- The ASYCUDA guidelines have been implemented to some or a large extent.
- Mostly implemented in SIDS.
- Least in developed countries.
- If measures were implemented during COVID, they were most often also continued.

Table 51. To what extent did the ASYCUDA guidelines inform priorities of digitalization in Customs Administration in your country during the COVID-19 pandemic? (Country disaggregated)

	Developed	**Developing**	**LLDC**	**SIDS**	**Grand Total**
Don't know			2		**2**
Not at all	1				**1**
To a limited extent		3	1		**4**
To some extent		1	3	4	**8**
To a large extent		3	3	1	**7**
(blank)		1	1		**2**
Grand Total	**1**	**8**	**10**	**5**	**24**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 52. To what extent were the ASYCUDA guidelines adopted by the Customs Administration in your country during the COVID-19 pandemic?

	Developed	**Developing**	**LLDC**	**SIDS**	**Grand Total**
Don't know			2		**2**
Not at all	1				**1**
To a limited extent		3			**3**
To some extent		2	4	4	**10**
To a large extent		2	3	1	**6**
(blank)		1	1		**2**
Grand Total	**1**	**8**	**10**	**5**	**24**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 53. To what extent have the measures adopted been continued after the end of the pandemic?

	Developed	Developing	LLDC	SIDS	Grand Total
Don't know			2		**2**
Not at all	1				**1**
To a limited extent		3	1		**4**
To some extent		3	3	4	**10**
To a large extent		1	3	1	**5**
(blank)		1	1		**2**
Grand Total	**1**	**8**	**10**	**5**	**24**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Promoting paperless processing

Summary:

- Around half of the respondents had minimum one aspect of paperless processing adopted BEFORE the pandemic.
- 2 out of 3 countries have adopted paperless processing aspects either before or during the pandemic.
- 25% has allowed for scanned documents during the pandemic.
- 21% has introduced electronic payments.
- 17% for electronic communication.
- "Electronic payments" is the aspect least implemented.

Table 54. Which aspects of "Promoting Paperless Processing" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country? (24 responses)

	Yes, adopted before the pandemic	Yes, adopted during the pandemic	Yes, adopted during the pandemic but now rolled back	Not adopted	Not sure	(blank)	Grand Total
Allowing for submission of scanned documents directly in the system and ensuring the same legal value as hard copy documents	42%	25%		8%	4%	21%	100%
Use of electronic payments for revenue collection	46%	21%		13%		21%	100%
Electronic communication (e.g. in the ASYCUDA World System) between Customs, government agencies, and cargo custodians established to minimize physical interactions	50%	17%	4%	8%		21%	100%

Figure 10. *Adopted Paperless processing aspects by country group*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.
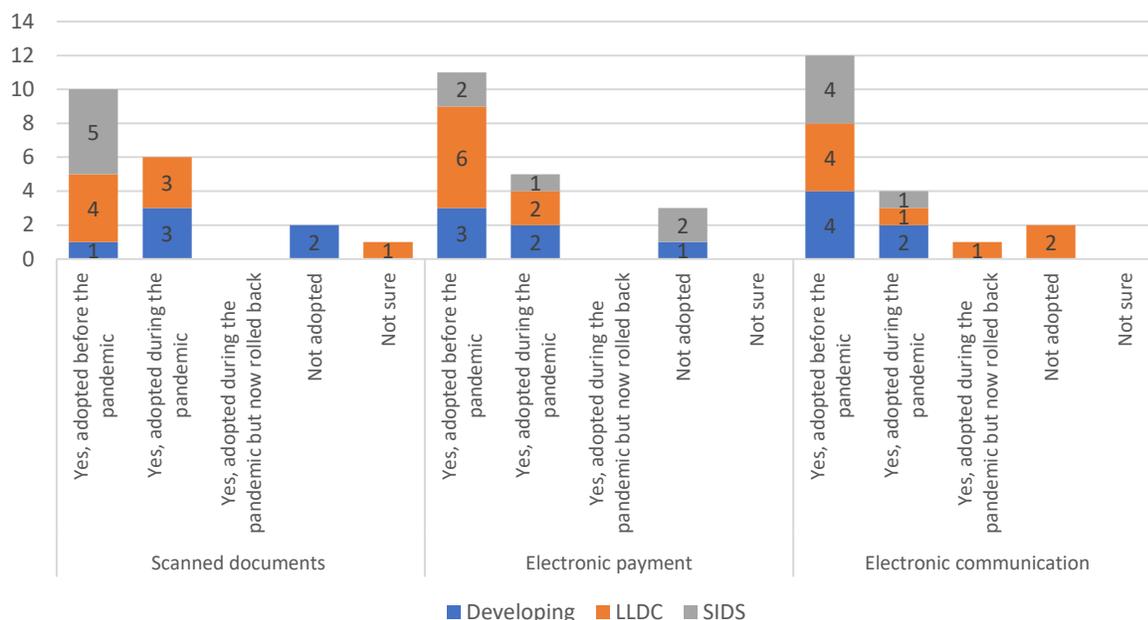
Risk criteria

Summary:

- It is rarer to implement Risk Criteria aspects than Paperless processing.
- Especially "Multi-agency integrated risk management Framework" is not implemented much (33%)
- Authorized Economic Operators (AEO) or trusted trader programs are the most implemented and most often before the pandemic.
- During the pandemic, the review of risk criteria to reduce physical inspection was implemented. However, not in all countries (developing and LLDCs) and this has been rolled back for 2 countries (developing and LLDC)
- All country groups are represented in not having adopted a "multi-agency integrated risk management framework". Only SIDS have adopted it during the pandemic.

Table 55. Which aspects of "Risk Criteria" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country?

	The risk criteria have been reviewed to reduce physical inspection rates in Custom offices	Customs Administrations have Authorized Economic Operator (AEO) or Trusted Trader programs in place	Multi-Agency Integrated Risk Management Framework has been implemented
Yes, adopted before the pandemic	33%	50%	29%
Yes, adopted during the pandemic	25%	8%	4%
Yes, adopted during the pandemic but now rolled back	8%	0%	0%

Not adopted	8%	21%	33%
Not sure	4%	0%	13%
(blank)	21%	21%	21%
Grand Total	100%	100%	100%
Number of respondents	*24*	*24*	*24*

Figure 11. *Adopted risk criteria by country group*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.
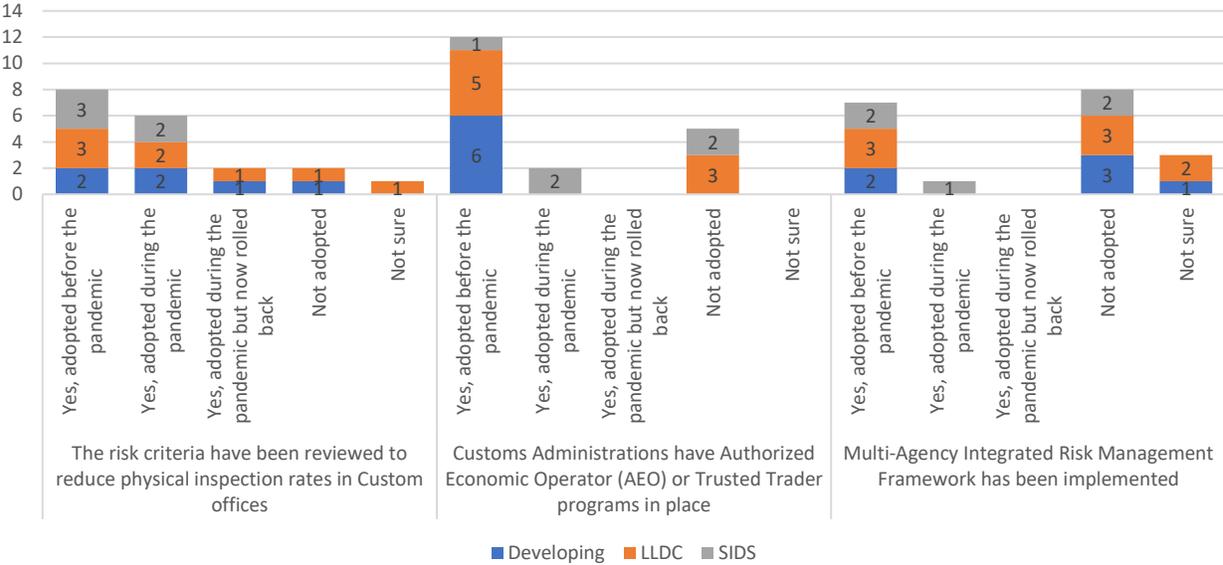
Organizational arrangements

Summary:

- *Proper personnel equipment* has been implemented by all countries (mostly during the pandemic) but rolled back after the pandemic for 17%.
    - o All country groups have implemented during COVID-19, and all groups have rolled back.
    - o SIDS have not implemented before the pandemic.
- Virtual communication frameworks are the least implemented aspect of organizational arrangements.
    - o No SIDS have adopted this aspect
    - o Only LLDCs have rolled back
- Helpdesk and Central Processing Unit (CPU) are the aspects most often implemented before the pandemic.
    - o All country groups have adopted before the pandemic
    - o All country groups are represented in "not adopted" group.

Table 56. Which aspects of "Organizational Arrangements" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country?

	Proper personal protective equipment made available for Officers who interact with cargo and personnel	**Central Processing Unit (CPU) for the centralization of document examination established**	**Virtual intra-departmental and inter-agencies communication frameworks developed**	**Help-Desk support capacity established to address clients' queries and provide support remotely**
Yes, adopted before the pandemic	8%	33%	17%	33%
Yes, adopted during the pandemic	50%	8%	17%	13%
Yes, adopted during the pandemic but now rolled back	17%	0%	4%	0%
Not adopted	0%	25%	33%	29%
Not sure	0%	8%	4%	0%
(blank)	25%	25%	25%	25%
Number of respondents	*24*	*24*	*24*	*24*

Figure 12.   Organizational arrangements by country group

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.
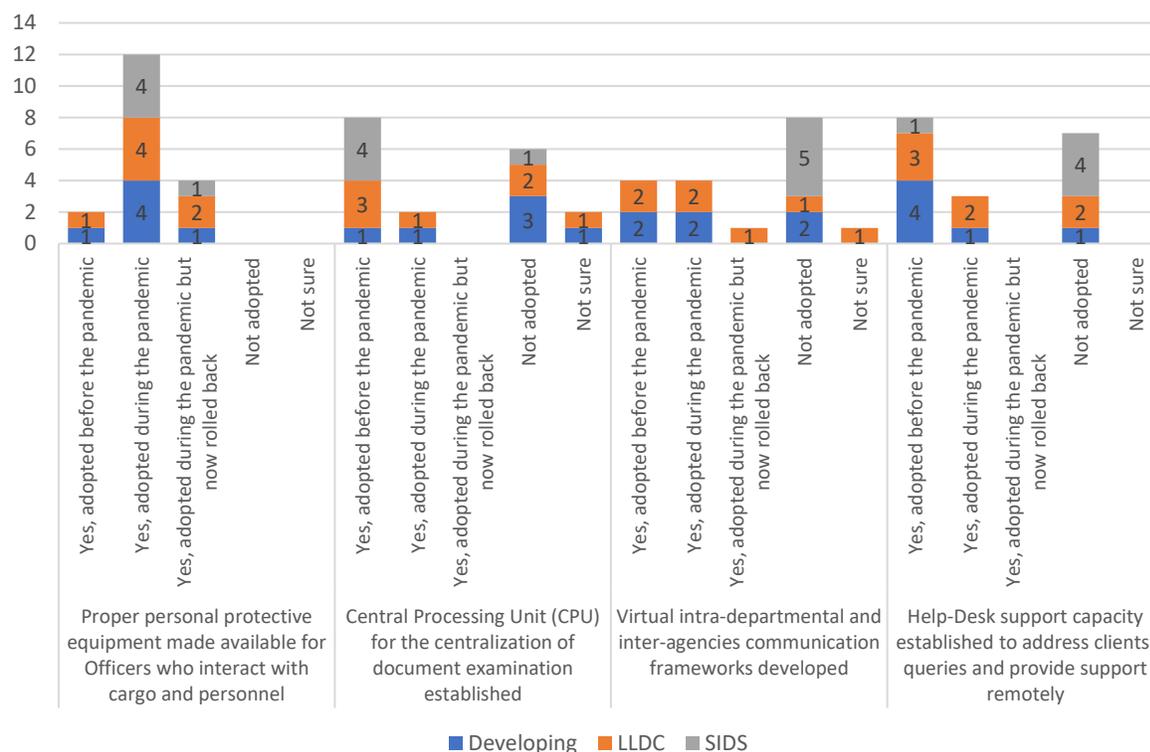
Tax policy changes

Summary:
- Tax policy changes have been adopted during the pandemic for all country groups. Especially COVID-19 tax policy response.
- Many countries have rolled tax policy changes back after the pandemic (all country groups represented here).
- It has been more common to roll back tax policy changes than any other aspect.
- Only a few LLDCs have not implemented tax changes.

Table 57. Which aspects of "Tax Policy Changes" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country?

	Policies to reduce if not remove tariffs and non-tariff measures on essential medicines, medical equipment etc. have been implemented to facilitate cross-border movement	COVID-19 tax policy response (tariff changes, concession, fiscal incentives, exemptions etc.)
Yes, adopted before the pandemic	13%	4%
Yes, adopted during the pandemic	33%	46%
Yes, adopted during the pandemic but now rolled back	13%	17%
Not adopted	8%	4%
Not sure	8%	4%
(blank)	25%	25%
Grand Total	100%	100%
Number of respondents	*24*	*24*

Figure 13.   Tax policy changes by country group

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Trade data analysis
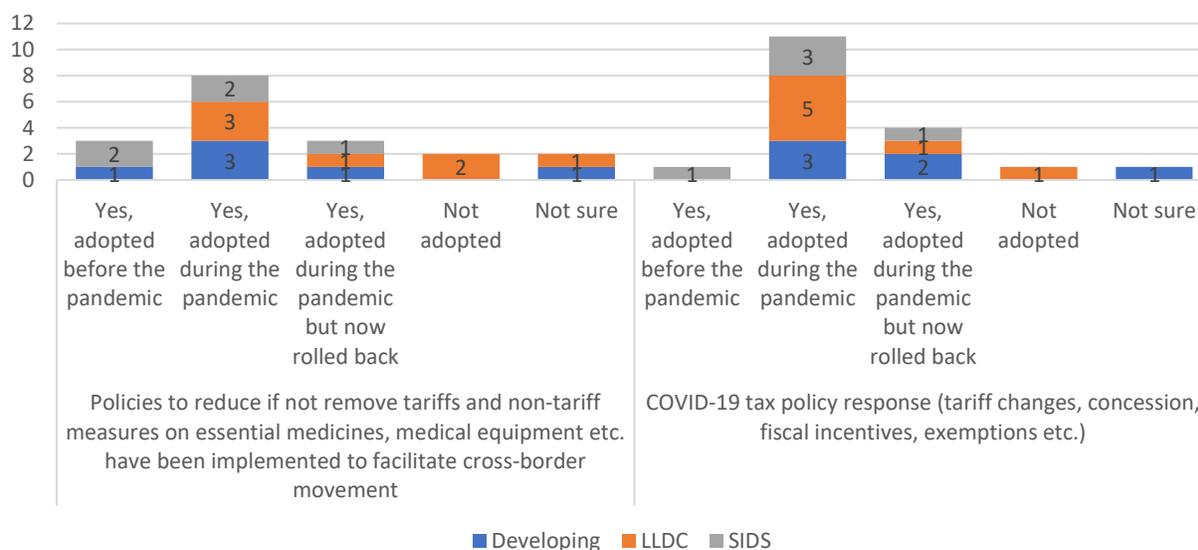
Summary:

- The ASYCUDA reporting tool for impact analysis has not been implemented (much) during the pandemic. Some countries (all groups represented) used it before, but most have not adopted it at all.
- *Regular crisis impact monitoring* has been implemented by 25% of the countries (by LLDCs and developing countries, not SIDS) during the pandemic.
- A high share of countries (13%) did not know whether they adopted the ASYCUDA impact reporting tool or not.
- SIDS have not implemented any trade data analysis aspects during the pandemic, only before.

Table 58. Which aspects of "Trade Data Analysis" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country?

	ASYCUDA reporting tools for impact analysis	**Crisis impact monitoring regularly conducted**
Yes, adopted before the pandemic	25%	13%
Yes, adopted during the pandemic	4%	25%
Yes, adopted during the pandemic but now rolled back	4%	4%
Not adopted	29%	29%
Not sure	13%	4%
(blank)	25%	25%
Grand Total	100%	100%
Number of respondents	*24*	*24*

Figure 14.   Trade data analysis by country group

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.
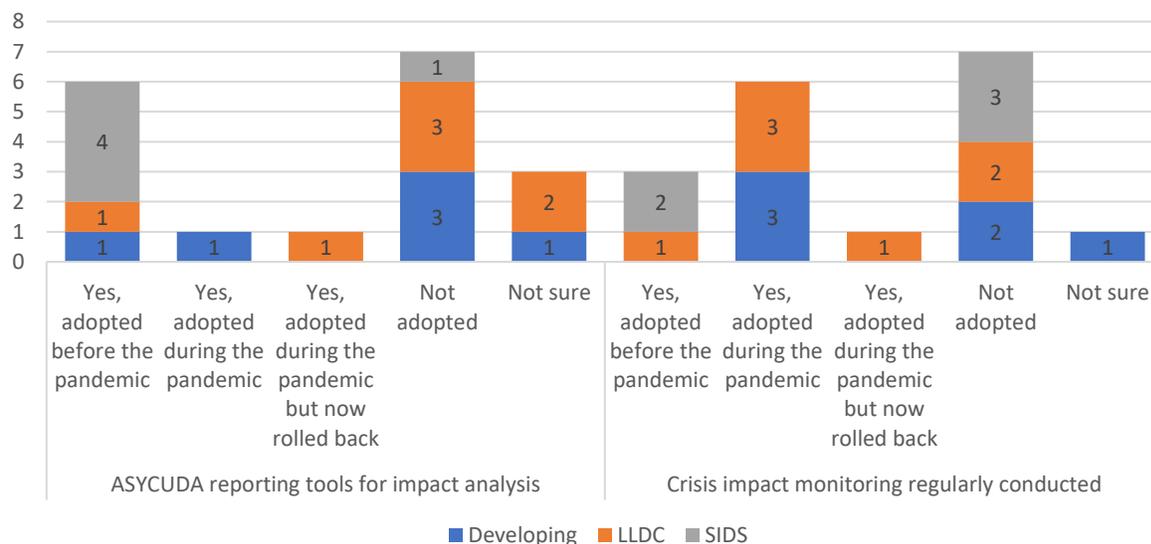
ICT Infrastructure adjustments

Summary:
- Data storage space has been increased by nearly half the countries in the survey. All three country groups are represented.
- The adjustment least countries have Implemented is increased bandwidth to ASYCUDA services. 25% of countries have implemented this, and no LLDCs are included.

Table 59. Which aspects of "ICT Infrastructure Adjustments" covered in the ASYCUDA guidelines have been adopted by the Customs Administrations in your country? (Respondents saying "yes" to each aspect)

	Developing	LLDC	SIDS	Total (YES)	*Number of respondents*
Data storage space has been increased	13%	13%	21%	**46%**	*24*
Bandwidth to ASYCUDA services has been increased	8%	0%	17%	**25%**	*24*
A disaster recovery secondary data center has been established	8%	13%	8%	**29%**	*24*
Information security monitoring has been increased	8%	17%	8%	**33%**	*24*
Staff members have received training on information security	8%	13%	8%	**29%**	*24*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Survey on "Sustainable transport connectivity and COVID-19: Pathways for greater resilience and sustainability"

Background

Summary:
- 21 responses.
- All Asian countries.
- Primary Developing (57%) countries. LLDCs also high represented (29%), but only a couple of LDCs (14%). No developed, and no SIDS.
- Both genders are represented with higher representation of men (62%)
- Mainly government representatives (81%). A couple of other organizations, and 1 CSO.

Methodological note:
- For comparability of results, respondents can only belong to one country group. LLDC or SIDS dominate over LDC. Developing countries cover all other developing countries than LLDCs, SIDS, and LDCs. Conclusions on group differences have been checked for robustness of letting countries belong to more groups (not presented here).

Table 60. Gender and organization of respondents

	Female	Male	Grand Total
Civil society		1	**1**
Government	7	10	**17**
Other	1	2	**3**
Grand Total	**8**	**13**	**21**

Table 61. Country grouping of respondents

	Number of respondents	Share of respondents
Developing	12	57%
LDCs	3	14%
LLDCs	6	29%
Grand Total	**21**	**100%**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 62. Country representation of respondents

Country	Number of respondents
Bangladesh	2
Bhutan	2
Georgia	1
India	2
Iran (Islamic Republic of)	1
Kazakhstan	2
Myanmar	1
Philippines	5
Sri Lanka	2

Thailand	1
Uzbekistan	2
Grand Total	**21**

Useful themes covered in the course.

Summary:
- *Resilience* is the most useful theme for the respondents' work.
- *Inclusiveness* is the least useful when not considering "useful to some extent".
- *Environmental sustainability* is the least useful when considering respondents who say: "useful to a limited extent".
- LLDCs found all themes useful to a large or some extent.
- The respondents who found themes "useful to a limited extent" were most often from developing countries.

Table 63. To what extent did you find the following themes covered by the course useful for your subsequent work?

	Greater resilience to potential future pandemics	Inclusiveness	Environmental sustainability
To a large extent	57%	33%	52%
To some extent	19%	43%	19%
To a limited extent		5%	14%
Not at all			
Don't know	10%	5%	
(blank)	14%	14%	14%
Total	100%	100%	100%
Number of respondents	*21*	*21*	*21*

Development of policies, research, or guidelines

Conclusions:
- A large part of the respondents has not or only to a limited extent used the material to develop transport policies (34%).
- Broad representation of country groups. "Not at all" is only from a developing country (1).
- Government representatives constitute majority of respondents, and they cover both countries that have used the material to develop policies, and countries that have not used it.
- For policy development, the respondents found ESCAP's policy recommendations most useful compared to ITF's data driven models. The freight model was more useful than the passenger model.
- LLDCs had the most use of the ITF data models for policy development.
- LDCs had the most use of ESCAP policy recommendations.

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Table 64. To what extent have you used the ITF's Transport Outlook 2021 and the work on the special ITF Outlooks for Asia to develop transport policies in your country? (Country disaggregated)

	Developing	LDC	LLDC	Grand Total
To a large extent	10%	5%	10%	24%
To some extent	19%	0%	10%	29%
To a limited extent	14%	10%	5%	29%
Not at all	5%	0%	0%	5%
(blank)	10%	0%	5%	14%
Number of respondents	*12*	*3*	*6*	*21*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 65. To what extent have the ITF's global, data-driven modelling frameworks and ESCAP policy recommendations on transport connectivity been useful for your work to develop transport policies, research, or guidelines? (Country disaggregated, 21 responses per question)

Global freight model				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	25%	0%	50%	29%
To some extent	33%	67%	33%	38%
To a limited extent	17%	33%	0%	14%
Not at all	8%	0%	0%	5%
(blank)	17%	0%	17%	14%
Grand Total	100%	100%	100%	100%
Global passenger model				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	17%	0%	33%	19%
To some extent	42%	33%	0%	29%
To a limited extent	17%	67%	17%	24%
Not at all	8%	0%	0%	5%
(blank)	17%	0%	50%	24%
Grand Total	100%	100%	100%	100%
ESCAP's policy recommendations				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	17%	67%	50%	33%
To some extent	67%	0%	17%	43%
To a limited extent	0%	33%	0%	5%
(blank)	17%	0%	33%	19%
Grand Total	100%	100%	100%	100%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Transport policies

Conclusions:
- More than half of the respondents have adjusted or developed transport policies during the pandemic. Only a couple developing countries did not adjust transport policies.
- Of the countries who developed new policies, 75% used the learnings from the workshop to adjust their policies. One in three used it to a large extent, and one in four did not use it or only used it to a limited extent.
- LDCs were the countries who used the learnings the least.
- LLDCs used the learnings the most.

Table 66. Has your country developed or adjusted any new transport policies during the pandemic? (Country disaggregated)

	Developing	LDC	LLDC	Grand Total
Yes	50%	67%	67%	**57%**
No	17%	0%	0%	**10%**
Don't know	17%	33%	17%	**19%**
(blank)	17%	0%	17%	**14%**
Grand Total	100%	100%	100%	**100%**
Number of respondents	*12*	*3*	*6*	*21*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 67. To what extent did you use information/learning from the workshop to develop or adjust medium- and long-term transport policies in your country? (Detailed country disaggregated)

	Developing	LDC (not LLDC)	LDC & LLDC	LLDC (not LDC)	**Grand Total**
Yes	50%	67%	100%	50%	**57%**
No	17%	0%	0%	0%	**10%**
Don't know	17%	33%	0%	25%	**19%**
(blank)	17%	0%	0%	25%	**14%**
Number of respondents	*12*	*3*	*2*	*4*	*21*

Note: LLDCs are divided into LLDCs that are not LDC and those that are also LDC.

Table 68. To what extent did you use information/learning from the workshop to develop or adjust medium- and long-term transport policies in your country? (Country disaggregated)

	Developing	LDC	LLDC	Grand Total
To a large extent	33%	0%	50%	33%
To some extent	50%	50%	25%	42%
To a limited extent	17%	0%	25%	17%
Not at all	0%	50%	0%	8%
Number of respondents	*6*	*2*	*4*	*12*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 69. To what extent did you use information/learning from the workshop to develop or adjust medium- and long-term transport policies in your country? (Detailed country disaggregated)

	Developing	LDC (not LLDC)	LLCD & LCD	LLDC (not LDC)	Grand Total
To a large extent	33%	0%	50%	50%	33%
To some extent	50%	50%	50%	0%	42%
To a limited extent	17%	0%	0%	50%	17%
Not at all	0%	50%	0%	0%	8%
Number of respondents	*6*	*2*	*2*	*2*	*12*

Note: LLDCs are divided into LLDCs that are not LDC and those that are also LDC.

Incorporating recommendations in the transport sector

Conclusions:
- All four aspects of recovery and resilience building in the transport sector have been adopted to some or a large degree by most countries.
  - The most incorporated is *"Transportation infrastructure is maintained to protect them against present and future climate impacts"* (67% incorporated to minimum some degree, 19% to a large degree)
  - The least incorporated is "*Asset owners and network managers anticipate climate impacts and frequent extreme events when planning or renewing infrastructure*" (53% to minimum some extent. 14% to a limited extent).
- No LLDCs have implemented the recommendations to a large extent.
- Developing countries have most often implemented the recommendations to a large extent.
- All LDCs have either implemented the recommendations to a large or some extent (or don't know).

Table 70. To what extent have the following ITF and ESCAP recommendations on COVID-19 recovery and resilience building been incorporated in the transport sector in your country?

	To a large extent	To some extent	To a limited extent	Don't know	(blank)	Grand Total	*Number of respondents*
Asset owners and network managers anticipate climate impacts and frequent extreme events when planning or renewing infrastructure.	10%	43%	14%	10%	24%	100%	*21*
Transportation infrastructure is maintained to protect them against present and future climate impacts.	19%	48%	5%	5%	24%	100%	*21*
Connected or co-located networks and systems are prepared for more frequent and unexpected failures as climate impacts will circulate from one system (transport or non-transport) to another.	14%	43%	14%	5%	24%	100%	*21*
Transport systems are designed with resilience-based approaches to minimize the consequences of asset failure rather than trying to avoid failure completely.	10%	57%	5%	5%	24%	100%	*21*

Table 71. To what extent have the following ITF and ESCAP recommendations on COVID-19 recovery and resilience building been incorporated in the transport sector in your country? (Country disagreggated)

Asset owners and network managers anticipate climate impacts and frequent extreme events when planning or renewing infrastructure.				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	2			**2**
To some extent	3	2	4	9
To a limited extent	2		1	3
Don't know	1	1		2
(blank)	4		1	5
Grand Total	12	3	6	21
Transportation infrastructure is maintained to protect them against present and future climate impacts.				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	3	1		**4**
To some extent	3	2	5	10
To a limited extent	1			1
Don't know	1			1
(blank)	4		1	5
Grand Total	12	3	6	21
Connected or co-located networks and systems are prepared for more frequent and unexpected failures as climate impacts will circulate from one system (transport or non-transport) to another.				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	3			**3**
To some extent	2	3	4	9
To a limited extent	2		1	3
Don't know	1			1
(blank)	4		1	5
Grand Total	12	3	6	21
Transport systems are designed with resilience-based approaches to minimize the consequences of asset failure rather than trying to avoid failure completely.				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent	2			**2**
To some extent	4	3	5	12
To a limited extent	1			1
Don't know	1			1
(blank)	4		1	5
Grand Total	12	3	6	21

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Types of transportation

Summary: URBAN PASSENGER TRANSPORT
- The three aspects of urban passenger transport were implemented by minimum half (48%) of the respondents to some or a large degree.
- Mostly was *"Transport policies and land-use planning are integrated to improve accessibility for citizens"* implemented.
- Least was *"Reliance on cars is reduced to improve decarbonization in cities"* implemented.
- The countries that did not adopt a takeaway at all, was always a developing country.
- All country groups are represented in those who have adopted the takeaways to a large degree.

Table 72. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding urban passenger transport in your work following the workshop?

	Transport policies and land-use planning are integrated to improve accessibility for citizens	Reliance on cars is reduced to improve decarbonization in cities	Public transport is developed as the backbone of a multimodal urban transport system
To a large extent	24%	14%	29%
To some extent	38%	33%	29%
To a limited extent	5%	10%	19%
Not at all	5%	10%	0%
Not sure	5%	10%	0%
(blank)	24%	24%	24%
Grand Total	100%	100%	100%
Number of respondents	*21*	*21*	*21*

Table 73. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding urban passenger transport in your work following the workshop? (Country disaggregated)

Transport policies and land-use planning are integrated to improve accessibility for citizens				
	Developing	LDC	LLDC	Grand Total
To a large extent	3	1	1	**5**
To some extent	3	2	3	**8**
To a limited extent			1	**1**
Not at all	1			**1**
Not sure	1			**1**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**
Reliance on cars is reduced to improve decarbonization in cities				
	Developing	LDC	LLDC	Grand Total
To a large extent	2	1		**3**
To some extent	3	1	3	**7**
To a limited extent			2	**2**
Not at all	2			**2**
Not sure	1	1		**2**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**
Public transport is developed as the backbone of a multimodal urban transport system				
	Developing	LDC	LLDC	Grand Total
To a large extent	4	2		**6**
To some extent	2	1	3	**6**
To a limited extent	2		2	**4**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Summary: INTER CITY TRANSPORT
  - All respondents have adopted the inter-city recommendations at least to a limited extent (no "*not at all*" responses)
  - The most implemented recommendation was *"Technological improvements have been used to decarbonize non-urban passenger transport"*.
  - The least implemented was *"A clean energy grid has been pursued to ensure a sustainable transition to low-emission vehicles"*.
  - LDCs implemented all to some or a large extent (or not sure)
  - Otherwise, the different country groups are broadly represented on each recommendation.

Table 74. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding regional and inter-city transport in your work following the course?

	Technological improvements have been used to decarbonize non-urban passenger transport	A clean energy grid has been pursued to ensure a sustainable transition to low-emission vehicles	High-emission transport vehicles are discouraged in favor of clean alternatives due to a price on carbon.
To a large extent	24%	10%	29%
To some extent	38%	38%	24%
To a limited extent	10%	19%	14%
Not sure	5%	10%	10%
(blank)	24%	24%	24%
Grand Total	100%	100%	100%
Number of respondents	*21*	*21*	*21*

Table 75. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding regional and inter-city transport in your work following the course? (Country disaggregated)

Technological improvements have been used to decarbonize non-urban passenger transport				
	Developing	LDC	LLDC	Grand Total
To a large extent	2	2	1	**5**
To some extent	4	1	3	**8**
To a limited extent	1		1	**2**
Not sure	1			**1**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**
A clean energy grid has been pursued to ensure a sustainable transition to low-emission vehicles				
	Developing	LDC	LLDC	Grand Total
To a large extent		1	1	**2**
To some extent	4	1	3	**8**
To a limited extent	3		1	**4**
Not sure	1	1		**2**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**
High-emission transport vehicles are discouraged in favor of clean alternatives due to a price on carbon.				
	Developing	LDC	LLDC	Grand Total
To a large extent	3	2	1	**6**
To some extent	2		3	**5**
To a limited extent	2		1	**3**

Not sure	1	1		**2**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Summary: FREIGHT TRANSPORT
- A high share of respondents adopted the recommendations to a limited degree compared to passenger transport.
- All three recommendations have been adopted to some or a large extent by approximately 40% of the respondents.
- The recommendation that fewest have implemented is *"Measures relying on existing technologies have been scaled up to improve freight decarbonization"*.
- LLDCs have not adopted any to a large extent.
- LDCs are most prone to adopting the recommendations to a large extent.

Table 76. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding freight transport in your work following the course?

	Measures relying on existing technologies have been scaled up to improve freight decarbonization	**Price incentives have been aligned with decarbonization ambitions to encourage carriers to invest in low-carbon vehicles rather than conventional fleets or fuels**	**COVID-19 stimulus packages have been used to transition freight transport to low- or zero-carbon energy sources, thereby reaching climate targets**
To a large extent	5%	5%	14%
To some extent	38%	38%	24%
To a limited extent	19%	19%	29%
Not at all	10%	0%	0%
Not sure	5%	14%	10%
(blank)	24%	24%	24%
Grand Total	100%	100%	100%
Number of respondents	*21*	*21*	*21*

Table 77. To what extent have you used any of the following takeaways from the workshop and other ITF and ESCAP materials regarding freight transport in your work following the course? (Country disaggregated)

Measures relying on existing technologies have been scaled up to improve freight decarbonization				
	Developing	**LDC**	**LLDC**	**Grand Total**
To a large extent		1		**1**
To some extent	4	1	3	**8**
To a limited extent	2		2	**4**
Not at all	1	1		**2**
Not sure	1			**1**
(blank)	4		1	**5**
Grand Total	12	3	6	**21**
Price incentives have been aligned with decarbonization ambitions to encourage carriers to invest in low-carbon vehicles rather than conventional fleets or fuels				

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	Developing	LDC	LLDC	Grand Total
To a large extent		1		**1**
To some extent	3	1	4	8
To a limited extent	3		1	4
Not sure	2	1		3
(blank)	4		1	5
Grand Total	12	3	6	21
COVID-19 stimulus packages have been used to transition freight transport to low- or zero-carbon energy sources, thereby reaching climate targets				
	Developing	LDC	LLDC	Grand Total
To a large extent	1	2		**3**
To some extent	1		4	5
To a limited extent	4	1	1	6
Not sure	2			2
(blank)	4		1	5
Grand Total	12	3	6	21

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Sharing of material

Summary:
- The ESCAP policy recommendations were shared the most by the respondents (by 43% in total).
- LLDCs and developing countries most often shared the ESCAP policy recommendations.
- The LDCs most often shared the PowerPoints or other course material.
- The least shared materials are the "ITF global report" and the "ITF data models" (29% respectively)
- Only 14% of the respondents have used the material to teach others. This represents one country from each country group.

Table 78. Yes, I have shared the following in my professional network (country disaggregated, 21 responses):

	Developing	LDC	LLDC	Grand Total
The PowerPoints and/or other course material	14%	14%	10%	38%
The ITF flagship report "Transport Outlook 2021"	14%	10%	5%	29%
The ITF global freight or passenger model	14%	5%	10%	29%
ESCAP policy recommendations	19%	10%	14%	43%

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Table 79. Have you used the workshop materials or related reports for training others? (Country disaggregated)

	Developing	LDC	LLDC	Grand Total
Yes	5%	5%	5%	**14%**
No	19%	10%	19%	**48%**
Not sure	10%	0%	0%	**10%**
(blank)	24%	0%	5%	**29%**
Grand Total	57%	14%	29%	**100%**
Number of respondents				*21*

Note: For comparability of results, countries can only belong to one group. See methodological note in the beginning of this section or explanation in methodology section.

Annex 5.   Documents consulted

ESCAP:

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