

Independent evaluation of United Nations Development Account Project 2124E

“Mobilizing resources for a Green New Deal: partnerships in Asia for a decade of action in the era of Coronavirus”

Management Response¹

December 2025

UNCTAD/OSG/INF/2025/13

¹ **Note:** This document considers each recommendation that is addressed to UNCTAD, discussing them in the order they are presented in the evaluation report. This is done in the format of the management response matrix and includes:

- a. The recommendation number and text copied from the evaluation report;
- b. Indication of whether the recommendation is accepted fully, partially, or rejected;
- c. Description of actions to be taken, with comments as required on the conditions to be met during implementation, or on reasons leading to a partial acceptance or rejection of a recommendation;
- d. The responsible party for implementing the action/s;
- e. The timeframe or schedule for implementation, if required;
- f. Indication if and what resources are required for implementing the recommendation.

Management Response Matrix

Recommendation 1

Evaluation Recommendation (a)		UNCTAD should develop a resource mobilization strategy to engage with non-traditional donors (climate finance mechanisms, development banks, philanthropic foundations) for continuation and scaling up of green financing and industrial policy work. Building on demonstrated stakeholder demand, UNCTAD should develop proposals for follow-up activities focusing on deeper sectoral work where stakeholders indicated greatest interest, with the successful UNCTAD-ESCAP partnership model serving as foundation for similar collaborations in other regions.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will follow through where stakeholders have expressed the greatest interest and need, by developing concrete proposals for potential follow-up projects. These may include deeper sector-focused analyses, support for national green financing frameworks, or regional capacity-building initiatives modelled on the successful UNCTAD-ESCAP partnership. To uphold the quality and relevance of our work for member States, we will continue delivering high-impact activities that demonstrate the tangible value of UNCTAD's expertise. At the same time, we will be transparent about feasibility: certain valuable activities may have to be reduced or discontinued if adequate financing is not available. We will also continue to highlight to regular budget donors the critical importance of our contribution to achieving global development objectives, as this is core funding.
	Responsible unit(s) (d)	DGDS
	Timeframe (e)	12-18 months
	Resources required (Y or N) (f)	N

Recommendation 2

Evaluation Recommendation (a)		UNCTAD should establish more systematic partnership arrangements with regional commissions for similar technical cooperation work. This should include developing agreements that clarify roles and responsibilities, reduce reliance on personal relationships, and create opportunities for resource sharing and joint programming where feasible.
Management response (b) Accepted , partially accepted or rejected		Partially accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will continue to collaborate closely with UN partners at an official and systematic level, including through our conferences, the General Assembly, and other high-level processes. At the technical level, we will ensure that relevant UN system stakeholders are involved from the initial design of projects and participate in joint research and dissemination activities. However, while we recognize the value of clearer arrangements, we also note that formal MOUs alone cannot substitute for the personal relationships that often make collaboration effective in practice. Both structured cooperation and strong interpersonal engagement are essential to successful joint work.
	Responsible unit(s) (d)	DGDS
	Timeframe (e)	12-18 months
	Resources required (Y or N) (f)	N

Recommendation 3

Evaluation Recommendation (a)		UNCTAD should address implementation delays by improving project planning to better account for external factors. This should include conducting political risk assessments during project design and developing mitigation strategies and/or contingency plans for alternative implementation approaches when field missions or government engagement becomes difficult.
Management response (b) Accepted , partially		Partially accepted

accepted or rejected		
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will continue to collaborate closely with governments in shaping research priorities while also remaining open to advice from non-government actors, including national research institutions. We will maintain flexibility between online and in-person delivery modalities as circumstances require. However, the implementation delays referenced were largely outside our control and not the result of inadequate planning. As noted by the Evaluator, we identified and applied effective solutions. The post-COVID context was exceptional, and we responded well to the challenges.
	Responsible unit(s) (d)	DGDS
	Timeframe (e)	6-12 months
	Resources required (Y or N) (f)	N

Recommendation 4

Evaluation Recommendation (a)		UNCTAD should strengthen integration of cross-cutting issues by building the capacity of project staff to effectively implement existing guidance on gender and disability considerations in technical policy work. This should focus on improving consultation approaches and ensuring research outputs address differential impacts, rather than simply tracking participation numbers.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will strengthen the integration of cross-cutting issues by engaging early with the newly appointed Gender Senior Economist in the Division on International Trade and Commodities during research planning and throughout implementation. We will also continue to work closely with UN Women and other relevant experts at the project design and implementation stages to ensure that consultation approaches and research outputs meaningfully address differential impacts, beyond participation metrics.
	Responsible unit(s) (d)	DGDS

	Timeframe (e)	12-24 months
	Resources required (Y or N) (f)	N

Recommendation 5

Evaluation Recommendation (a)		UNCTAD should improve knowledge management and communication for technical cooperation projects by allocating dedicated resources for publication and dissemination of project outputs. This should include regular updating of project websites, timely publication of research products, and development of targeted dissemination strategies for different stakeholder groups.
Management response (b) Accepted , partially accepted or rejected		Accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will revise the branch policy to enable publication of project research papers and technical reports, ensuring wider dissemination of project outputs. For future DA projects, we will include a small budget line for editing and related communication strategies to support timely publication, regular website updates, and targeted outreach to different stakeholder groups.
	Responsible unit(s) (d)	DGDS
	Timeframe (e)	6-12 months
	Resources required (Y or N) (f)	Y

Recommendation 6

Evaluation Recommendation (a)		UNCTAD should establish systematic workshop monitoring by developing centralised participant databases tracking attendance, demographics, and follow-up engagement across all project activities. This should include implementing pre-post assessment surveys for workshops and conducting follow-up surveys with
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		participants to assess actual implementation of workshop learnings.
Management response (b) Accepted , partially accepted or rejected		Partially accepted
Management Plan	Actions to be taken, and/or comments about partial acceptance or rejection (c)	We will agree on workshop monitoring systems well in advance with local partners, using mechanisms that are not overly technology-dependent (paper-based tools often work more reliably than app-based systems). We will undertake follow-up surveys where appropriate, for example when planning subsequent activities, while being mindful not to overburden already busy local officials. Many workshops were hosted by beneficiary countries, which appropriately assumed much of the organizational responsibility, and we sought to respect that ownership. All workshops and events were well attended and the feedback received was positive; the vast majority were well recorded and reported. However, we recognize that formal systems of monitoring workshop participation could have been stronger and we will work to improve it.
	Responsible unit(s) (d)	DGDS
	Timeframe (e)	6-12 months
	Resources required (Y or N) (f)	N