



## EVALUATION MANAGEMENT RESPONSE AND FOLLOW-UP PLAN

“ESCAP commits to addressing the findings and recommendations of each evaluation through a management response and follow-up action plan.” (ESCAP Monitoring and Evaluation Policy and Guidelines 2023)

<p><b>Title of Evaluation: Evaluation of DA Project 2023W “Global Initiative towards post-Covid-19 resurgence of the MSME sector”</b></p> <p><b>Date of completion: April 2024</b></p>			
<p><b>General Remarks by Management</b>          (Overall response from management’s perspective on the evaluation and its results. This can include comments regarding the relevance and usefulness of the results. It may also highlight any differences in opinion with the evaluator while maintaining the independence of the evaluation findings)</p>			
<p>The project was conducted to respond to the unique circumstances of the COVID-19 pandemic and its adverse effects on MSMEs in particular. The recommendations, as presented in the evaluation report, represent actions that are more broadly applicable to UNCTAD and all regional commissions to further inform work, based on the lessons learned under the project, across the five regional commissions. There may be some differences, as project implementation and focus areas varied across implementing project teams, especially at ESCAP.</p>			
<b>Recommendations</b>	<b>Management Response</b> Level of agreement (agreement, partial agreement, disagreement) and rationale	<b>Follow-up Actions</b> Detailed actions to be taken in response	<b>Indicator of Completion for Follow-up Actions</b>
<p><b>Recommendation 1: (For UNCTAD, DESA and regional commissions)</b></p> <p>(i) UNCTAD should further leverage the experience gained through the project to map out how components of the Entrepreneurship Policy Framework relate to and can be best positioned to support MSMEs in their recovery from different types of crises and (ii) DESA and</p>	<p>Not directly relevant to ESCAP. ESCAP does not utilize the EPF and this recommendation appears more intended for UNCTAD. ESCAP does, however, actively consider partnerships with all UN System entities including UNCTAD in relation to its work on MSMEs. Furthermore, ESCAP actively works with</p>	<p>None</p>	<p>N/A</p>

<p>the Regional Commissions should add their analysis of how their work can contribute towards the objective.</p> <p>UNCTAD, DESA and the Regional Commissions could build on the project to map their areas of intervention in support of the MSME sector, as well as capacities and knowledge on the implementation of the EPF components, including in a crisis context, and opportunities for broadening the uptake of EPF components at the regional level based on national needs. UNCTAD, DESA and the Regional Commissions could further consider identifying areas of joint interventions that would trigger complementarities and synergies between the agencies. This could involve collaborating on the development of capacities of all national and sub-national actors, i.e. Governments, MSMEs, other partners (e.g. Chamber of Commerce, Business Incubators, etc.) in line with United Nations Sustainable Development Cooperation Frameworks (SDCF) in respective countries; strengthening or contributing to facilitate access to finance for the MSMEs (including seed money, grants, access to credit, etc.); improving the coordination of MSMEs related policies across ministries; increasing interventions at the local level, such as by supporting NGOs or MSMEs outside of the main cities.</p>	<p>regional and national partners including Chambers of Commerce.</p>		
<p><b>Recommendation 2: (For UNCTAD, DESA and regional commissions)</b></p> <p>UNCTAD should continue building on the momentum generated by the project to</p>	<p>Full agreement. ESCAP will continue to share good practices through the demand-driven support it provides to the MSME sector. ESCAP can continue to propose</p>	<p>ESCAP will propose organizing regional events on entrepreneurship, and advance knowledge on areas such as circular</p>	<p>Events relating to entrepreneurship, circular economy, or innovation are either</p>

<p>continue fostering knowledge exchanges and promoting the Entrepreneurship Policy Framework.</p> <p>UNCTAD, DESA and the Regional Commissions should identify means to more meaningfully continue to share good practices and lessons learned on the demand-driven support they provide to the MSME sector, including on areas such as green/circular economy; innovation policies and ecosystems; MSME formalization and strengthening MSME capacities for the empowerment and leadership of women, youth and groups in vulnerable situations. UNCTAD and the Regional Commissions could also propose organizing regional events and/or a global conference to promote entrepreneurship policy and further advance the goals and impact of the Surge project.</p>	<p>regional events to promote entrepreneurship.</p>	<p>economy and innovation. Implementation of such events will be subject to funding and appropriate staffing levels.</p>	<p>implemented or proposed (through submission of funding proposals).</p>
<p><b>Recommendation 3: (For DA-PMT only)</b></p> <p>The DA-PMT should develop a clear framework for assessing the costs and benefits of implementing a global or inter-regional project versus regional projects.</p>	<p>N/A</p>		
<p><b>Recommendation 4: (For UNCTAD, DESA and regional commissions)</b></p> <p>Implementing UN entities should ensure that they have a comprehensive Results Framework for the entire project as well as an adequate monitoring plan, with indicators that are designed to support the ongoing monitoring. The results framework should have one objective and ideally have one outcome per</p>	<p>This recommendation is intended for DA Programme Management Team which provides the templates and guidelines for preparing DA project proposals. As one of the implementing entities, ESCAP develops the result framework, indicators, monitoring plan as required by the DA project document template.</p>	<p>No action required from ESCAP</p>	<p>N/A</p>

<p>cluster/workstream. The objective should state the intended goal of the project, describe the overall achievement targeted by the project, involving a process of change aimed at meeting the needs of identified beneficiaries, and reflect the overall funding available to the project.</p>			
<p><b>Recommendation 5: (For UNCTAD, DESA and regional commissions)</b></p> <p>Implementing UN entities should ensure that sufficient resources are allocated to project coordination, technical collaboration, and partnership building. The absorption capacity of implementing entities can be challenged by crisis response projects which add to the planned programme of work. This is further compounded by projects that come with an extensive UN partnership and a global scope. Sufficient resources should be dedicated to global coordination and to building global partnerships with strategic stakeholders (e.g., UN organisations engaged in supporting the MSME sector; development banks). Capacities should also be directed to supporting technical collaboration and the staff implementing interventions, including towards synergy or liaison with the UNCTs. When designing the project, implementing UN entities should consider featuring coordination and partnership-building in the Theory of Change or logframe of the project.</p>	<p>Full agreement. Absorption capacity is taken into consideration by ESCAP's Project Appraisal Group (PAG) when appraising project proposals.</p> <p>As with recommendation 4, recommendation 5 is intended for DA Programme Management Team which provides the templates and guidelines for preparing DA project proposals. To address this recommendation, DA-PMT may amend the project proposal templates to feature coordination and partnership building in the Theory of Change or logframe for global projects.</p>	<p>The PAG will continue to review capacity for ESCAP's future DA project proposals.</p>	<p>N/A</p>