



Evaluation
of the
**Revamped Integrated Framework
For Trade Related Technical Assistance
to the Least Developed Countries**
Project GLO/03/G01

Interim Report

Presented to

**Ambassador Henrik Ree Iversen, Chairman
The Integrated Framework Steering Committee**

Prepared by

Capra-TFOC Consortium
(Capra International Inc. and
Trade Facilitation Office Canada)

July 4, 2003

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1. Background

This report presents initial findings of the *Evaluation of the Revamped Integrated Framework for Trade Related Technical Assistance to the Least Developed Countries*. The timing of the Interim Report was designed to coincide with the *Third Meeting of the IF Heads of Agency* on July 10, 2003 in Washington. The Final Report is due on August 29, 2003 to ensure its availability for review prior to the Ministerial Meeting of the *World Trade Organization* (WTO) in Cancún, Mexico in September 2003.

The *Capra-TFOC Consortium* (Capra International Inc. and Trade Facilitation Office Canada) was notified on May 8, 2003 that it had been selected to undertake the evaluation. Due to the short timeframe that is available to undertake the task, the originally proposed team of four consultants was subsequently expanded to six, excluding advisory, research and logistics support through the home office.

The *Evaluation Team* comprises the following members:

- Mr. Guy Bird (Team Leader and Trade Specialist, Canada);
- Mr. Al Smith (Donor Specialist, Canada);
- Mr. Youssef Ouadi (Private Sector Specialist, Canada, with extensive trade experience in Morocco and Spain);
- Dr. Kenneth Hidayat (Developing Country Trade Specialist, Indonesia);
- Mr. Jean-Louis de Quimper (Trade Specialist, Canada, and Honorary Consul for Trade of the Democratic Republic of the Congo);
- Mr. César Guerrero (Economist, Canada, native of Colombia with extensive evaluation experience in Canada and Latin America).

The *Capra-TFOC Consortium Panel of Experts* supports the *Evaluation Team* in planning and through overall quality assurance. It comprises the following members:

- Mr. Gunter Rochow, President, Capra International Inc. and Co-chairperson of the Panel of Experts;
- Mr. Anthony Halliday, representative of the Trade Facilitation Office of Canada and Co-chairperson of the Panel of Experts;
- Dr. Mary Lynch, Evaluation and Private Sector Expert;
- Mr. René-Paul Allard, Donor Expert;
- Dr. Gerry Ewert, Expert in Statistical Analysis;
- Mr. Pierre Morin, Functional Analysis Expert;
- Mr. Stephen Kiar, Primary Research Expert.

The Evaluation Team thanks Miss Yousra El Boukili, MBA student at Ottawa University and Mr. Waldo Rochow, Executive Assistance, Capra International Inc., for their logistics and research support.

The Purpose of the Evaluation

The purpose of the Evaluation is to assess the effectiveness of the *Integrated Framework*, (1) as a mechanism to mainstream trade into development plans and/or poverty reduction strategies and (2) as a tool for using the *Integrated Framework* to deliver trade-related technical assistance. In general, the evaluation of the *Integrated Framework (IF)* focuses on the usefulness of the overall concept, the extent of implementation of previous recommendations, as well as governance and funding issues.

The Fundamental Objectives of the Evaluation

In specific terms, the fundamental objectives of the redesigned IF are: (1) to use the IF as a mechanism to mainstream trade into development plans and/or poverty reduction strategies; and (2) to use the IF as a mechanism to deliver trade-related technical assistance. To achieve these fundamental objectives, the implementation and follow-up to the Diagnostic Studies (DTIS) is critical, involving human, institutional and infrastructure capacity building, as well as policy recommendations to enable the Least Developed Countries (LDC) to integrate into the world trading system and economy. In particular, the evaluation needs to *assess and clarify the linkages* of the IF to the Poverty Reduction Strategy Paper (PRSP) process, development plans, Consultative Group meetings and Round Tables.

Our Specific goals for the Evaluation

The goals of this current evaluation can be summarized as follows:

- Review the many facets of the IF Program, from the perspective of the various stakeholders with a vested interest in the success of the program, including the beneficiaries of the initiative, the delivery agencies and the donors who support the program.
- Review the objectives, the operations and the delivery of the program to identify:
 - those elements that are making the desired contribution to the goals of the program;
 - shortfalls that require modification and/or improvement;
 - changes or additions to the program that could improve the effectiveness and efficiency of the program;
 - techniques for improved program management and delivery, such as an ongoing and dynamic monitoring and feedback system capable of providing early and continuous feedback to all parties on the development, implementation and ongoing operation of the program both at the program and the country level.

The primary goal of the evaluation is to make recommendations that strive for continuous improvement in the implementation and results achieved by the Integrated Framework.

The Specific Objectives of the Evaluation

The specific objectives of the evaluation are to: (1) Assess (a) the impact of the IF in linking trade, development and poverty reduction, with special reference to the World Bank's *Poverty Reduction Strategy Paper (PRSP)* process, and (b) the effectiveness of the IF as a model for trade capacity building, specifying lessons learned; (2) assess the impact of the IF as a means of generating *donor coordinated* support and sufficient funding to a government-owned trade capacity building programme; (3) review the roles and responsibilities of agencies, donors and LDCs with a view to further clarifying the extent to which they have implemented these roles and responsibilities under the revamped IF; (4) address the urgent challenge of a systematic and predictable implementation and follow-up process in the post-DTIS (i.e. post diagnostic studies); (5) assess the effectiveness of the IF as a mechanism to deliver trade-related technical assistance, and exploring its potential as an instrument for addressing the supply-side constraints of the LDCs; and (6) formulate recommendations on all aspects of the Terms of Reference (TOR).

Limitations

The Evaluation is limited by the fact that the Integrated Framework is relatively new and a precedent setting activity. Also countries have been brought into the process at varying stages and under varying circumstances which is reflective in part of the varying status of countries in the development and implementation of the IF.

2. Evaluation Issues

In general terms, the fundamental issues to be addressed in the Evaluation are to determine: (1) the extent to which increased trade can be reasonably expected to contribute to poverty reduction in least developed countries; (2) which conditions must exist to ensure that increased trade will benefit the poor and will contribute to poverty reduction; (3) whether the Revamped *Integrated Framework* is achieving its expected results of mainstreaming trade into development initiatives and facilitating the delivery of necessary technical assistance.

In that context, the results of the Evaluation will be used to determine to what extent the IF might be extended to other countries, and which changes, if any, might be required to make the functioning of the IF more effective and efficient.

In specific terms, the issues addressed in this evaluation are:

- **Awareness of the IF:** The level of awareness of the IF among stakeholders;
- **Understanding of IF:** The extent to which the different “stakeholders” understand the objectives of the IF and their respective roles and responsibilities;
- **Expectations from IF:** The expectations of different stakeholders from the IF;
- **Motivation to co-operate:** The level of motivation and preparation of different stakeholders to co-operate;

- **Implementation of IF:** Potential success factors and barriers to implementation of the IF;
- **Governance of IF:** Adequacy of IF management structure;
- **Learning from IF experience:** recommendations to improve the effectiveness of IF.

3. Evaluation Approach and Initial Findings

This section describes (1) the Evaluation Methodology, (2) the Initial Findings, in accordance with the deliverables specified in the Evaluation Terms of Reference (TOR), as well as work remaining to be done.

3.1 Evaluation Methodology

The evaluation methodology comprises four distinct phases: (1) Planning for the evaluation; (2) Primary and Secondary Research; (3) Data Analysis; and (4) Recommendations.

3.1.1 Planning for the Evaluation

The planning for the evaluation involved both the *Evaluation Team* members and the members of the *Consortium's Panel of Experts*. The outputs of this exercise were:

- An Evaluation Framework (Annex A);
- Its constituent component, the Logic Model (Annex B);
- The identification of specific Evaluation Issues and Questions;
- A Travel Plan (Annex C); as well as
- An overall Work Plan, using *MsProject* software.

3.1.2 Primary and Secondary Research

3.1.2.1 Primary Research

The primary research is being carried out by means of four approaches, of which the first three have been partially completed:

- Interviews with key stakeholders;
- Specialty Group Sessions (e.g. National Steering Committees);
- Focus Groups with homogeneous stakeholders; and
- An invitational Survey.

An integrated Discussion Guide, targeting the stakeholders within each of the three partner communities, i.e. the agencies, the donors and the beneficiary is being used to gather data on a consistent basis within each partner group. An integrated questionnaire is being used for the web based survey.

This approach will enable the team to collect information about:

- The level of awareness of the IF and its goals and objectives,
- The degree to which a common understanding of the IF process exists within each of the three partner communities and,
- The degree of progress including:
 - The capacity to develop and manage the IF process?

- The level of national commitment within the countries (Governments, NGO, the Private sector, and civil society etc.?)
- The extent to which participating countries have demonstrated their commitment in terms of human resources, clearly defined goals and objectives, and/or legislative changes to develop action plans and implement the IF activities?
- Effectiveness of coordination and cooperation among the partners involved in IF.
 - The extent to which countries have integrated trade into national development plans or poverty reduction strategies?
 - The role of the Lead Donor/Facilitator?
 - The extent to which a coordinating institutional structure exists (e.g. NSC, an IF unit within Government)?
 - The degree to which IF partners (Co-ordinating Agencies, LDC's, Donors) have identified and streamlined their procedures to facilitate the implementation of IF activities?
- The perception of the different stakeholders concerning the IF as:
 - a mechanism to increase trade;
 - a mechanism to mainstream trade into PRSPs and/or development plans;
 - a model for providing technical assistance and capacity building;
- The perception of stakeholders as to the strengths and weaknesses of the IF process including:
 - a vision or strategy;
 - capacity and infrastructure;
 - coordination between agencies;
 - coordination within LDCs;
 - LDCs' needs;
 - funding;
- Recommendations to help improve the effectiveness of the IF and/or to improve the implementation of the IF (from stakeholders point of view).

Interviews. One-to-one interviews are being held with key officials from the private sector and civil society, including academics.

Focus Groups. Homogeneous qualitative research focus groups, lasting up to two hours for each session, are being conducted, to the extent possible, with each of the following stakeholder groups: (1) Government officials; (2) a cross-section of Private sector representatives, which could include associations, small and medium sized enterprises (SMEs), that are relevant to the IF program); and (3) Civil Society, including representatives of employee associations, academics, non-governmental agencies, etc.

Each focus group, where possible will include participants, reflecting the diversity within each stakeholder category. The selection criteria for participants in the focus group are summarized in Annex G: *Focus Group Selection Criteria*.

The Survey. A cross section of representation from stakeholders in each of the partner populations will be asked to participate.

The Evaluation Team, in collaboration with the Panel of Experts have developed the survey questionnaire, and it will be executed by web and administered by the Halifax office of *Voxco*, a specialty quantitative research firm.

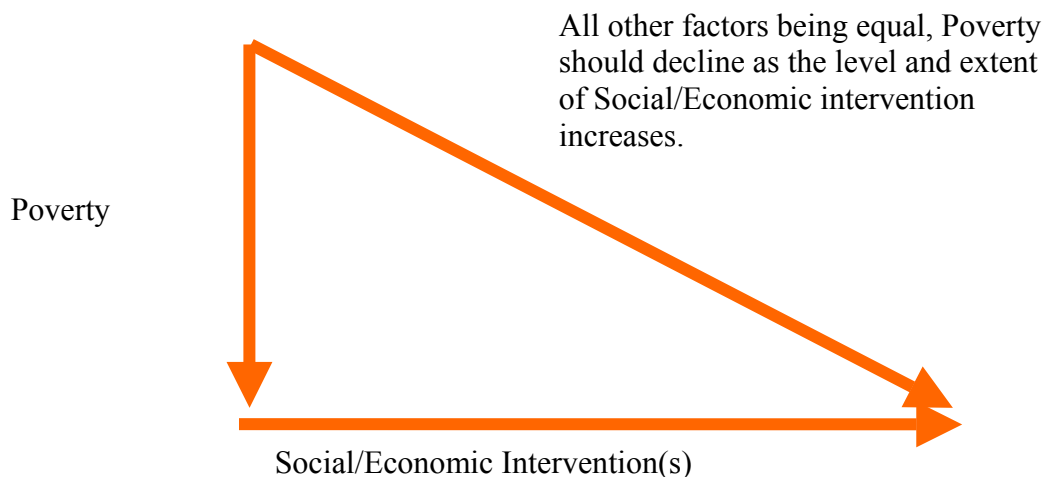
3.1.2.2 Secondary Research

Theoretical Framework

The underlying theoretical framework for evaluating the Integrated Framework is consistent with the assumptions made by the donors in the development community in terms of poverty interventions. Essentially there is a belief, as shown in the graphic below, that poverty will decline as a direct result of the level and extent of the implementation of a funded intervention.¹ The critical factor in this framework is the caveat of “all factors being equal” which recognizes that many things can and probably will go awry during implementation.

Before addressing what some of these other factors are it is essential to recognize that they only become relevant when this underlying assumption is recognized as being valid. This is important as this basic assumption is not questioned in the current evaluation. It is used as the basis for framing the evaluation and these other factors are the focus of the evaluation activities.

Assumed Relationship Between Poverty And Social/Economic Intervention



This overall framework rests on the further assumption that the social/economic interventions are inputs into a process that will ultimately lead to a reduction of poverty as an outcome. However,

¹ It may be argued that donors do not make this assumption; however it logically must be made either implicitly or explicitly. If donors do not make this assumption then there is no justification for any funding for any intervention addressing poverty.

this process is mediated through a large and varied number of organizations, individuals, legal and economic systems, levels of fiscal capacity and so forth. These factors can be essentially categorized as general (those which impact all programmatic interventions) and specific (those which impact by virtue of the specific type of intervention select – e.g. trade, food subsidies, micro-economic initiatives, etc.).

Secondary Analysis focuses on General Factors

Within the general category of factors there are three essential factors. One is fiscal capacity, the second is the governance system in place, and the third is the base level of poverty. Essentially the fiscal capacity assumption is that countries with higher levels of fiscal capacity will start with lower levels of poverty and further they would also be positioned to best exploit economic based interventions. The governance assumption is based on the relationship between political inclusiveness = greater social development and political exclusiveness = lack of social development for any intervention (as described in The Political Roots of Poverty²). These two contextual factors interact in that the effectiveness of fiscal capacity is dependent upon the effectiveness of the governance system. Where the governance system is poor there will be a higher level of poverty compared to a jurisdiction of equivalent fiscal capacity but good governance.³

In terms of operationalizing these factors within the timeframe of this project, macro level assessment is all that is feasible. The fiscal capacity and poverty indicators will be taken from the Human Development Index particularly the per capita GDP as an indicator of fiscal capacity and the Human Poverty Index as the indicator of poverty.

As an indicator of the quality of governance the World Bank has further developed an approach to measuring political inclusiveness/exclusiveness along the dimensions of:

- Voice and Accountability
- Political Stability and Absence of Violence
- Government Effectiveness
- Regulatory Quality
- Rule of Law
- Control of Corruption

These factors will establish the general context and expectation for the success or lack of success of any specific intervention in alleviating poverty.

² Bruce Bueno de Mesquita and Hilton L. Root in *The National Interest* No. 68, Summer 2002 Issue

³ This has been used by the author as the framework for implementing the monitoring and evaluation approach to the impact of decentralization in Indonesia by the Ministry of Home Affairs as reported in http://www.gtzsfdm.or.id/documents/dec_ind/newsletter/Newsletter41.pdf.

Expected Results

Within the overall theoretical framework presented each country within the program will be compared to all other Lesser Developed Countries and to each other in order to establish an expectation level. If time permits, an historical analysis will precede the current examination in order to develop a linear projection of changes in the human poverty index simply as a result of time. This establishes the basis for determining the potential impacts attributable to the IF.

In addition, criteria for selecting countries within the LDC with high probability of exploiting the IF in terms of addressing poverty alleviation will be developed as an aid to assist in future country selections.

3.1.3 Data Analysis

All of the qualitative data collected through the interviews, focus groups and speciality groups will be analyzed to identify key themes, issues, and possible areas for improvement. The survey will be analysed using both bivariate and multivariate techniques. The results from both the quantitative and qualitative research activities will be integrated into the final report.

3.1.4 Recommendations

The recommendations flowing from the evaluation will be embedded in the text where they first arise, identifying the party responsible for their consideration and action. The recommendations will also be listed separately in the eventual Section 5 of the Report.

3.2 Initial Findings

While it is still very early in the evaluation process, with the data gathering and research phase still ongoing, and the analysis phase only having just begun, some trends are emerging and some observations, as indicated in the terms of reference, can be put forward, even at this early stage.

There is evidence to suggest that individual directly involved in the Integrated Framework, whether from a beneficiary country, the donor community or within the Core Agencies are committed and dedicated to making the IF succeed. Nevertheless, it would appear that there may be some variance in:

- the definition of the IF between the partners;
- the intended goals and objectives of If ;
- the interpretation of the role and scope of the IF;
- the perceived capacity or resources to implement IF.

Notwithstanding these observations, there is strong evidence of dedication and determination.

The evidence also suggests that the IF continues to evolve and that the partners are to varying degrees of learning from the experience gained in a given situation to make future improvements. The DTIS process appears to be a case in point as successive Diagnostic Trade

Integration Studies (DTIS) are improving in terms of focus, precision and the identification and prioritization of issues.

Despite the relatively short lifespan of the IF, especially since revamping, progress has been made. There is at least anecdotal evidence to indicate that the six Core Agencies are taking more coherent and consistent action, which is a positive development when the divergence of their mandates and their varied corporate cultures are considered. The IF is a precedent setting activity requiring convergence and consensus across a range of international institutions. The “mainstreaming” objective appears to have resulted in trade being recognized at the donor and agency level and to a certain extent by beneficiaries for its potential to make a contribution to economic growth and poverty reduction. However, trade and the IF must still compete for attention against a number of other sectors within the PRSPs, which often contain a large and varied action plan of their own. Without strong and effective leadership by the proponents of IF within the country, it is difficult to see a solution to this reality. Recent donor response to the IF further supports this contention, although many LDC spokespersons still express the concern that IF and the expected outcomes of the IF process will require significant additional resources.

At the country level, early indications suggest that the goal of integrating trade into national development plans and poverty reduction strategies has yet to be fully embraced. A by-product of accepting the need for mainstreaming trade would be increased policy integration between ministries and government wide support for implementation of the IF initiative. Although it is expected that the final results will vary from country to country, the early evidence suggests that the capacity to manage and implement the Integrated Framework itself within beneficiary countries, which is a relatively complex process from evaluation through to actual project implementation, may be an issue.

The early results also suggest that significant progress has been achieved in individual countries and where this has occurred; the key ingredients for that success appear to be:

- Government wide support for the process,
- Strong leadership by the IF Focal point
- Clearly identified priority initiatives,
- The establishment, on a priority basis, of a conducive business environment wherein organizations (companies, producer cooperatives, sole proprietors etc.), including exporters can establish, operate in a consistent and stable environment and grow to reach their maximum potential,
- An understanding and agreement on responsibilities between government and the private sector. For example, an identified need for quality products is the responsibility of the producer with the government assisting whereas the creation of a supportive business environment is clearly a government responsibility.
- Participation in the process by stakeholders coupled with government policy leadership.

Overall positive results have been achieved by the Integrated Framework process although it is not possible in most instances to quantify results as the goals and objectives established have been general in nature and without the benefit of having strategic objectives and measurable goals or outcomes.

The dedication by those working on the IF within each of the partners has produced results in relation to the process. However, a concerted focused effort is required to:

- develop an agreed to definition and understanding of Integrated Framework by all stakeholders;
- strengthen the partnership;
- develop a common understanding of the role and scope of IF;
- develop strategic plans with measurable outputs which would form the basis for (a) a Results Based Management approach at all levels that strives for continuous improvement not only in the process but in realizing priority and tangible result, and (b) a process of systematic and ongoing evaluation and monitoring to provide all partners with a management tool to ensure progress.

While it is too early to offer recommendations, since the integrated evidence is not yet available, it is hoped that the above referenced preliminary comments will be useful.

The Final Report will update the above and report on the following deliverables:

- 3.2.1 Status of the First IF Review**
 - 3.2.1.1 The Quality of the DTIS
 - 3.2.1.2 Degree of Implementation of the Recommendations of the First Review

- 3.2.2 Status of the Five Round Table Countries**
 - 3.2.2.1 Bangladesh
 - 3.2.2.2 Haiti
 - 3.2.2.3 Uganda
 - 3.2.2.4 The Gambia
 - 3.2.2.5 Tanzania

- 3.2.3 Status of the Three Revamped IF Countries**
 - 3.2.3.1 Cambodia
 - 3.2.3.2 Mauritania
 - 3.2.3.3 Madagascar

- 3.2.4 Status of Ten of the Eleven Non-Pilot Countries**
 - 3.2.4.1 Guinea
 - 3.2.4.2 Malawi
 - 3.2.4.3 Mali
 - 3.2.4.4 Nepal
 - 3.2.4.5 Senegal
 - 3.2.4.6 Burundi
 - 3.2.4.7 Djibouti
 - 3.2.4.8 Ethiopia
 - 3.2.4.9 Lesotho
 - 3.2.4.10 Yemen

- 3.2.5 Perceptions of the Core Agencies**
 - 3.2.5.1 World Trade Organization (WTO)
 - 3.2.5.2 World Bank (WB)
 - 3.2.5.3 International Monetary Fund (IMF)
 - 3.2.5.4 International Trade Centre (ITC)
 - 3.2.5.5 United Nations Conference for Trade and Development (UNCTAD)
 - 3.2.5.6 United Nations Development Program (UNDP)

3.2.6 Perceptions of Donors

3.2.7 Perceptions of LDC Stakeholders

- 3.2.7.1 LDC National Working Groups
- 3.2.7.2 LDC Governments
- 3.2.7.3 LDC Private Sectors
- 3.2.7.4 LDC Civil Society-Academics
- 3.2.7.5 LDC Civil Society-Workers
- 3.2.7.6 LDC Civil Society-Non-Governmental Organizations (NGO)
- 3.2.7.7 LDC Civil Society- Religious Organizations
- 3.2.7.8 LDC Civil Society – Other

3.2.8 Defined Roles of Agencies, Donors, LDCs, Governance

- 3.2.8.1 Defined Roles of Agencies
- 3.2.8.2 Defined Roles of Donors
- 3.2.8.3 Defined Roles of LDCs
- 3.2.8.4 Governance
 - 3.2.8.4A IFSC
 - 3.2.8.4B IFWG
 - 3.2.8.4C Fund Management by UNDP
 - 3.2.8.4D Trade Mainstreaming by The World Bank
 - 3.2.8.4E Secretariat, WTO
 - 3.2.8.4F Degree of *Niche* Identification for IF, and its acceptance by other players
 - 3.2.8.4G Degree of Acceptance of Results-based Management Approach for Ongoing Monitoring

3.2.9 Linkages of the IF to Existing Development Architecture (PRSP, Country Consultative Groups, Donor Round Tables)

- 3.2.9.1 Linkages to PRSP
- 3.2.9.2 Linkages to Country Consultative Groups
- 3.2.9.3 Linkages to Donor Round Tables
- 3.2.9.4 Degree of *Niche* Identification for IF, and its acceptance by other players

3.2.10 Processes and Procedures

- 3.2.10.1 Process of Country Selection in the Re-vamped IF
- 3.2.10.2 Procedures for Applying the IF to Selected Countries
- 3.2.10.3 Procedures and Processes for Preparing the Diagnostic and Trade Integration Studies, and the Quality of the DTIS
- 3.2.10.4 Selection of Consultants
- 3.2.10.5 Involvement of the Core Agencies
 - 3.2.10.5A World Trade Organization (WTO)
 - 3.2.10.5B World Bank (WB)

- 3.2.10.5C International Monetary Fund (IMF)
- 3.2.10.5D International Trade Centre (ITC)
- 3.2.10.5E United Nations Conference for Trade and Development (UNCTAD)
- 3.2.10.5F United Nations Development Program (UNDP)
- 3.2.10.5G LDC Beneficiaries
 - 3.2.10.5G1 LDC National Steering Committees
 - 3.2.10.5G2 LDC Governments
 - 3.2.10.5G3 LDC Private Sectors
 - 3.2.10.5G4 LDC Civil Society-Academics
 - 3.2.10.5G5 LDC Civil Society-Workers
 - 3.2.10.5G6 LDC Civil Society-Non-Governmental Organizations (NGO)
 - 3.2.10.5G7 LDC Civil Society- Religious Organizations
 - 3.2.10.5G8 LDC Civil Society – Other
- 3.2.10.5H Donors
- 3.2.10.6 A Stable and Predictable Mechanism for the Follow-up of the Recommendations of the DTIS and for Follow-up in General
- 3.2.10.7 The Potential for Supply-side Capacity Building
- 3.2.10.8 Performance Criteria/Benchmarks, Indicators and Data Sources for Ongoing Evaluation

ANNEX B:

Evaluation of the Revamped Integrated Framework for Trade-Related Technical Assistance (GLO/03/G01): Travel Plan Version 8 (Final)

Legend: **Yellow** (Consultants at key UNDP meeting); **green** (in LDC meetings); **turquoise/blue** (rest days); **black** (consultant not available)

| Date '03 | Description | Guy Bird | J-L de Quimper | Al Smith | Youssef Ouadi | César Guerrero | Kenneth Hidayat |
|-----------|--|--|---|----------------------|----------------------|--------------------|---------------------------------------|
| May 20-31 | | | | | | | |
| June 1-2 | | | | | | | Jakarta-Ottawa |
| June 3 | | Travel Kelowna-Ottawa | | | | | |
| June 9-10 | Team Workshop | Ottawa | Ottawa | Ottawa | Ottawa | Ottawa | Ottawa |
| 11 | Inception Meeting, UNDP | New York | New York | New York | New York | New York | New York |
| 12 | | | | | | | |
| 13 Fr | | | | | | Travel to Uganda | |
| 14 Sa | | | | | | | |
| 15 Su | | | | | | Uganda preparation | |
| 16 | | Travel to Haiti | Travel to Haiti | Travel to Washington | | | Travel to Uganda |
| 17 | IMF, World Bank | Haiti | Haiti | Washington | | | |
| 18 | | | | Travel: Lv 21:05 | | Uganda | Uganda |
| 19 | | Travel from Haiti | Travel from Haiti | | | | |
| 20 Fr | | | | | | Travel to Malawi | Travel to Bangladesh |
| 21 Sa | | | Travel to Senegal | | | | |
| 22 Su | | Travel to Geneva | | | | | Bangladesh lay-over: BGD postponement |
| 23 | | | Senegal | | | Malawi | |
| 24 | WTO, ITC, UNCTAD, Donor Representatives, LDC Representatives | Geneva | Plus lay-over due to postponement: Guinea | | | | Travel to Nepal |
| 25 | | | | | | Return to Ottawa | |
| 26 | | | | | | | |
| 27 Fr | | Travel to Mauritania | | | | Return to Ottawa | |
| 28 Sa | | | Travel to Mali | | | | Travel to Cambodia |
| 29 Su | Mauritania contingent on conditions following the coup | Mauritania | | | | | |
| 30 | | | Mali | | | | |
| July 1 | | | Travel 22:15 | | | | |
| 2 | | Travel to Brussels | Travel to Guinea | | | | Travel to Nepal |
| 3 | | | Guinea | | | | Nepal 2 of 2 |
| 4 Fr | | Rest + lay-over due to postponement and reassignment: Gambia | | | | | |
| 5 Sa | | | Travel to The Gambia | | | | Return to Jakarta |
| 6 Su | | | | | | | |
| 7 | Donors | Brussels | The Gambia | | | | |
| 8 | | Travel to Washington | | | | | |
| 9 | IFWG , Chair | Washington | Return to Ottawa | Travel to Yemen | Travel to Yemen | | |
| 10 | 3 rd Meeting of the IF Heads of Agency Meeting | Return to Ottawa | | | | | |
| 11 Fr | | Team Meeting | | | | | |
| 12 Sa | | Travel Ottawa-Kelowna | | Yemen | Yemen | | |
| 13 Su | | | Return to Ottawa | | | | |
| 14 | | | | Travel to Burundi | Rest+ | | Travel to Bangladesh |
| 15 | | | | | Plus lay-over due to | | Bangladesh |

| | | | | | | | |
|------------|--|--|--|--------------------|----------------------|--|-------------------|
| 16 | | | | | postponement: | | |
| 17 | | | | Burundi | Madagascar | | Return to Jakarta |
| 18 Fr | | | | | Travel to Djibouti | | |
| 19 Sa | | | | Travel to Tanzania | | | |
| 20 Su | | | | | Travel to Djibouti | | |
| 21-22 | | | | Tanzania | Djibouti | | |
| 23 | | | | Travel to Lesotho | Travel to Ethiopia | | |
| 24-25 | | | | Lesotho | Ethiopia | | |
| 26-27 SaSu | | | | Return to Canada | Travel to Madagascar | | |
| 28-29 | | | | | Madagascar | | |
| 30-31 | | | | | Return to Canada | | |