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2021-2022 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
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Geneva, Switzerland

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BACKGROUND

1. In conformity with the ITC Evaluation Policy,¹ the Independent Evaluation Unit (IEU) prepares each year an annual Evaluation Work Programme, including a budget and a prospective plan for the subsequent year. It is then submitted to ITC's Senior Management Committee (SMC) for endorsement.
2. The Evaluation Work Programme details evaluation deliverables that are independently-produced by the IEU (evaluations and reviews). It also presents IEU's advisory services for project managers and evaluation-related support to Senior Management. Advisory services are extended to the house in the form of support to projects being evaluated by their funders, to project managers carrying out self-evaluations, and to project teams in the delivery of Project Completion Reports (PCRs). Support to Senior Management on evaluation-related matters concerns ITC's participation in the Joint Inspection Unit (JIU) and the Office of Internal Oversight Services (OIOS) Inspection and Evaluation Division. In the same vein, the IEU contributes to ITC's corporate reporting on PCR fulfillment, and also on evaluation-related ITC's involvement with the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW), and the UN Disability Inclusion Strategy (UNDIS).

2021 DRIVERS

3. **IEU's Theory of Change** – The 2021 Evaluation Work Programme builds on the IEU deliverables achieved in 2020. It covers all main groups of IEU activities as specified in the *unit's theory of change*: (i) generating evidence-based knowledge through evaluation products; (ii) supporting ITC staff in conducting/engaging in evaluation through the provision of technical support and quality assurance; and (iii) contributing to the diffusion and consolidation of an evaluative culture within ITC and beyond.
4. **Addressing Corporate Risks** – The 2019 ITC Risk Register identified three major risks: (a) the risk of a delayed upgrading of project operations and internal processes needed to support to the timely delivery of the larger project portfolio; (b) the possible inability to fully deliver on commitments in unstable project countries, which may lead to reputational losses and reduced future project funding; and, (c) the risk of not being able to substantiate results (outcomes/impact contribution) or aggregate at corporate level, which may negatively impact ITC's credibility.² In 2021, the IEU will continue partnering with project management of large / complex projects to mitigate risks related to project results planning, monitoring, and evidencing.
5. **Contributing to Board of Auditors' recommendations** – In 2019, the Board of Auditors identified that ITC has no systematic mechanism to assess whether project results accomplished at the end of a project are sustained several years later. Until 2020, sustainability of projects was only appraised during implementation (e.g. prospectively in the context of evaluations), while it was

¹ International Trade Centre (2015). [ITC Evaluation Policy Second Edition](#). Geneva.

² This assessment is also congruent with the findings of the IEU's Annual Evaluation Synthesis Reports (AESR) which all converge in observing that the complexity of ITC interventions is increasing and that measures and systems to manage complexity and mitigate risks have become a priority.

very rarely actually assessed after project completion.³ In 2020, to measure the sustainability of results after project completion, the IEU piloted a methodology for a new type of review to assess projects that had ended 3-4 years earlier. The approach was designed to be easy and light, with a focus on utility and joint knowledge generation. The IEU piloted this methodology with three different projects, each of which focused on a different one of ITC's key target groups.

6. **Aligning with UN system-wide level developments** – In 2019, the Funding Compact provided the UN system with a more stable basis to meet the ambitious goals and timelines set out in the 2030 Agenda. As a result in 2020, the IEU contributed to system-wide greater transparency through the publication of its evaluation reports in relation to SDGs. Furthermore, building on the learnings of the abovementioned 2020 pilot, the IEU will in 2021, undertake two joint-Sustainability Reviews in collaboration with the Enhanced Integrated Framework (EIF) and will thereby, comply with national evaluation capacity-building (NECB) and joint-evaluation requirements, as per the Funding Compact and the UN Evaluation Group (UNEG) recommendations.
7. **Enhancing the utility of evaluation** – In 2020, the IEU issued a report on the Utility of Evaluation in ITC report, which was a complementary analysis to the 2020 AESR. Its objective was to build an understanding about ITC's evaluation function, the usefulness of evaluations, and to identify areas for improvement. The analysis was developed on ITC's evaluation stakeholders' responses via a survey conducted in Q2 2020. Overall, respondents were supportive of ITC's evaluation function. The quality of evaluations is perceived to have increased over time as they provide, with some exceptions, an external and objective overview of ITC's work. At the same time, it was acknowledged that the overall awareness of evaluation's benefits, including the deepening of an evaluation-friendly culture, is still a 'work in progress'. Stakeholders invited the IEU to work for a more extensive use of evaluation. Specifically, to rethink and reinforce its internal communications and interaction within ITC and to explore avenues for evaluations gaining a bigger footprint and positioning. In addition, a certain number of issues were raised, which led IEU to define opportunities for self-improvement, in particular in areas related to quality-assurance of self-evaluations, a more consistent use of evaluation criteria, the harmonization of methods used to assess change and the need for better support project teams in their PCR dialogues.
8. In the same vein, the IEU commissioned in 2020 an external ITC M&E Capacity Assessment Review which focused on the functions directly involved in M&E systems at the corporate level (design, planning and performance and evaluation). Among the 10 strategic recommendations issued by the report, one encourages the IEU to "incorporate more complexity adaptive evaluation methods into IEU's strategy and practice to support more integrated, real-time, and longitudinal approaches to evaluation and use". Examples for consideration included: (a) continuing IEU's investment in Sustainability Reviews, (b) using a range of complexity adaptive methods for evaluation, such as Developmental Evaluation, Realist Evaluation, Outcome Harvesting, and Contribution Analysis, (c) updating ITC's Evaluation Policy in alignment with its forthcoming 2022-2025 Strategic Plan, (d) incorporating new protocol related to a complex, adaptive evaluation, and, articulating an evaluation strategy to map a coherent, holistic approach that identifies

³ In line with the OECD/DAC evaluation criteria, evaluations of ITC projects and programmes have consistently assessed the sustainability of results as a key evaluation question (usually during their implementation and in a predictive, forward-looking manner).

evaluation and research priorities that examine more challenging or longitudinal priority areas for ITC. The present workplan addresses these recommendations.

9. **Contributing to ITC's upcoming Strategic Plan** – In 2021, the IEU will contribute to a better informed planning and decision-making process for the coming Strategic Plan 2022-2025. It will support the planning and design team and the different working groups supporting the exercise with advisory services conveying learnings and lessons that emerge from evaluation work since 2013. It will at the same time, provide a solid benchmarking study of good strategic planning practices. Specifically, this study will draw on academic literature related to strategic planning and on good quality benchmark strategic plans developed by similar organizations (including international organizations, foundations / NGOs and the private sector) to determine objective criteria for a good quality strategic planning framework. It is also envisaged that the IEU will conduct a mid-term evaluation of the Strategic Plan 2022-2025.

INDEPENDENT EVALUATIONS AND REVIEWS

Evaluations carried out in 2020

10. In 2020, the IEU has conducted the following independent evaluations:

- *Evaluation of the ITC Programme 'Strengthening Trade and Investment Support Institutions* – The final Report and the Management response were finalized and presented to SMC.
- *Midterm Evaluation of Youth Empowerment Project (YEP) in The Gambia* – The final Report and the Management response were presented to SMC.
- *Evaluation of ITC's Performance in Trade and Market Information* – The evaluation focusses on the market analysis tools provided by the Transparency in Trade Programme.⁴ The final report and the management response are expected to be finalized in Q2 2021 and presented to SMC.

Evaluations planned for 2021/22

11. In terms of independent evaluations scheduled for 2021 and 2022, it is worth noting that the 2015 Evaluation Policy established a three-tier approach to evaluation whereby the IEU focuses its independent evaluation on matters of corporate interest. This includes the coverage of the six Focus Areas as defined in the Strategic Plan 2018-2021, as well as the 15 corporate programmes pertaining to these Focus Areas. As shown in [Annex 1](#), which present the coverage of evaluation since 2013, Focus Areas which are still outstanding are "Connecting to International Value Chains" and "Regional Economic Integration and South-South Links". At the same time, there is no programme, whose projects have not been evaluated either by the IEU or by funders. Consequently, IEU proposes to undertake the following independent evaluations in 2021:

⁴ It includes the following projects: B336 - Improving transparency in trade through market analysis tools as a global public good; A341: Export Potential Map; B572 + C031 Global Trade Help Desk; Rules of Origin Facilitator B464; and Market Price Information B627.

- *Value Added to Trade and ITC's contribution to agricultural development* – This is a priority since the Focus Area “Connecting to International Value Chains” and more specifically the programme “Value Added to Trade” is in volume the most important programme in ITC TRTA. At the same time, it is proposed to focus the evaluation on the agricultural sector development through trade, since senior management has repeatedly highlighted the need for a corporate evaluation on this theme. **As a result of discussion with SMC on 9 March 2021, it was decided to prioritize for 2021 the Evaluation of ITC Gender Equality and Women's Empowerment (GEWE) Framework and carry out the Value Added to Trade evaluation in 2022.**
- *Final Evaluation of the NTF IV Programme* – This evaluation is included at the explicit request of the funder (CBI) and of project management. It will include the projects NTF IV Programme Management (B584), Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & a new state (extension) (NTF IV) (B386); Uganda: Export Development of IT and IT-enabled services (NTF IV) (B387); Senegal: Export development of IT and IT-enabled services (NTF IV) (B390); and Mano River: Value Chain Development of Cocoa (NTF IV) (B586) – The evaluation is expected to start in Q3 2021 and end in Q1 2022.

12. Moreover, the IEU plans to work on the following two evaluation exercises:

- *Developmental Evaluation* – Building on 2020 experience and recommendation, the IEU will conduct a developmental evaluation (DE)⁵ to develop new measures and monitoring mechanisms as goals emerge and evolve, focussing on the RBM systems of three large projects that are currently initiating their inception phase and that are operating in a rapidly changing / complex environment with an undefined / untested theory of change.⁶ The DE aims to support projects during their inception period in the planning, implementation and monitoring of outcomes within the constraints of a complex environment, and in documenting decision-making processes and results to enhance learning. An additional objective is to capitalize on the experience, to develop and propose a corporate arrangement and tools for large projects to mainstream a set of good RBM practices and requirements to be achieved at inception phase closure.
- *2021 Annual Evaluation Synthesis Report (AESR)* – The 2021 version of the AESR will be to evaluate ITC performance in relation to its Strategic Plan 2018-2021. It is worth noting that the aim is not an overall evaluation of ITC's performance but the evaluation of the ITC's Strategic Plan as a tool to enhance ITC's performance. Accordingly, the objectives of the 2021 AESR will be to assess the utility of the Strategic Plan 2018-2021 and to provide recommendations to enhance the utility of the Strategic Plan 2022-2025. In addition, the 2021 AESR will report on the implementation of the previous AESR recommendations.

⁵ DE focuses on innovation and adaptation to emergent and complex situations where the evaluator is a facilitator that helps conceptualize, design and test approaches in an on-going process of continuous improvement, adaptation and change.

⁶ At this stage, two projects have confirmed participation: B910 - South Sudan: Jobs Creation and Trade Development Project6, and B992 - Eswatini: Promoting growth through competitive alliances II. One other project has manifested interest to be confirmed: B960 - Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy.

13. For 2022, it is proposed to tentatively select one or two of the following three items, which are presented in order of priority⁷:

- *Evaluation of ITC Gender Equality and Women's Empowerment (GEWE) Framework* – This evaluation will address the performance of projects promoting women entrepreneurship and women equality and will assess the quality, implementation and results of ITC's performance on gender mainstreaming in all ITC's activities and at all organizational levels.⁸ **As a result of discussion with SMC on 9 March 2021, it was decided to prioritize for 2021 the Evaluation of ITC Gender Equality and Women's Empowerment (GEWE) Framework and carry out the Value Added to Trade evaluation in 2022.**
- One of the programmes of the Focus Area "Regional Economic Integration and South-South Links": "*Boosting Regional Trade Programme*"⁹ or "*South-South Trade and Investment Programme*" since none of these programmes has been evaluated.
- *Trade and Sustainable Development (T4SD) Programme (including the T4SD Database)* – This programme was last evaluated in 2016 - Senior management has expressed learning needs since the programme will need to develop a new programme strategy and phase.

14. Other options for 2022 include the following programmes or areas:

- *SME Competitiveness Outlook* – Senior management has expressed learning needs in relation to the programme services which are expected to be more widely mainstreamed within the organization.
- *E-Solutions: Linking Businesses to Markets Programme (including the project Enabling the future of e-commerce, Rwanda)* – The programme has never been subject to an evaluation and in any case, the project should be evaluated in 2021 or 2022 as it qualified for mandatory evaluation in 2020.
- *Youth and Trade Programme* – Although some projects under this programme, in particular the YEP The Gambia, have been evaluated, the programme as such has not yet been subject to a corporate evaluation.

15. In preparation to the evaluation selected for 2022, the IEU will conduct a benchmarking study on best practices related to the selected subject matter. **As a result of discussion with SMC on 9 March 2021, it was decided not to carry out the benchmarking study.**

Reviews carried out in 2020

16. In 2020, the following Independent Reviews have been continued or carried out:

⁷ The new Strategic Plan 2022-2024 might provide for changes in the definition, scope and arrangements of ITC's corporate programmes to which independent evaluations will adapt accordingly.

⁸ According to UN-SWAP, an evaluation of corporate performance on gender mainstreaming both in developmental projects and within the organization, is required in order for ITC to exceed requirements in its reporting on KPI 4- Evaluation. This evaluation should be completed before the end of 2022.

⁹ The programme "Supporting Trade Negotiations and Policy Reform" has never been evaluated and could be evaluated in conjunction with this item as it was envisaged in SMC 2019.

- *Review of the Coordination of ITC Activities at Country Level* – The draft report was finalized in early 2020 and shared with DCP for comments. However, comments have not been shared and the report has remained in draft form since then.
- *Review of Performance Monitoring Systems in the Portfolio of New Large Projects* – Initiated in 2019, the draft report was finalized in 2020. The purpose of this Review was to take steps to ensure that current large ITC projects will be in a position to measure and demonstrate results by the end of their cycles. The dissemination of this Review was put on hold to benefit from the complementary learnings generated by the *RBM review of the INTEGRA project in Guinea* as well as the *Review of ITC Monitoring and Evaluation (M&E) Capacity*. It will be shared in Q3 2021.¹⁰
- *RBM Review, INTEGRA project in Guinea* – Initiated in 2020, RBM Reviews address the risk of insufficient project RBM and monitoring systems not being in a position to properly determine or substantiate project results, as identified in ITC Risk Register. In 2020, the IEU supported INTEGRA’s participation in an impact evaluation exercise which has been initiated by the European Commission in 2021. The learnings of corporate interest resulting from this RBM Review have been shared in Q1 2021.
- *Review of ITC Monitoring and Evaluation Capacity* – The overall objective of this external consultancy, conducted in Q4 2020, was to support the ongoing development of an M&E system that, beyond learning and accountability purposes, encouraged results-focused project management. Through a participatory approach, the review adopted a broad, systemic interpretation of M&E including data collection and analysis processes, such as initial assessment, project design and data management. The Review has been finalized and should be presented in Q1 2021.
- *Review of Means of Verification of Results / How ITC Projects Measure Change* – The aim of this Review was to clarify how “impact” is concretely measured in projects. It followed a bottom-up approach identifying and mapping existing change measurement tools that are used in ITC. Eleven projects / programmes were selected with the following cross-fertilization objectives: (a) Provide project managers with an analysis of existing practices in measuring results that they can use and adapt to measure the results of their own projects, and (b) Map against ITC’s Results Framework these existing metrics and methods used by projects / programmes as a guide for planners of complex interventions. The report has been shared on Q1 2021.
- *Sustainability Reviews* – Initiated in 2020, Sustainability Reviews adopted a pilot approach to independently assess the sustainability of project results for projects three to four years after they have ended. Three projects were assessed in this pilot phase, which are *B404: SheTrades Connect (W&T Phase III)*; *A973: Bangladesh: IT & ITES Export Competitiveness*

¹⁰ This review also included the drafting of a *Compendium of Good Monitoring Practices for ITC Projects*. The purpose of this compendium of good monitoring practices, which was built on the principles of good monitoring from the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement, is to provide guidance on how to design a strong monitoring system in existing and upcoming ITC projects. It was used as an element to conduct the *RBM Review INTEGRA project in Guinea* and will be finalized on the basis of the experience gained through the RBM Reviews planned in 2021.

(NTF III) (Phase I); and A802: Export strategy design and management. The Reviews addressed the risk identified by the Board of Auditors of the lack of systematic mechanism to assess whether project results accomplished at the end of a project are sustained several years later. These Reviews will be presented in Q1 2021.

- *2020 Project Completion Report (PCR) Synthesis Review* – This second edition of the PCR Synthesis Review was to inform senior management, project managers and project teams about key messages conveyed in PCRs as well as their overall quality and compliance. The Review extracted key messages and lessons learned from the 31 PCRs, submitted for projects ending between April 2019 and June 2020, and reviewed their quality and compliance. In alignment with senior management indications, the PCR Review showcases good quality PCRs and will be shared in Q1 2021.

Reviews planned for 2021/22

17. Based on the beneficial learnings and insights obtained to date through Reviews, the IEU plans to conduct two Independent Reviews in 2021:

- *Sustainability Reviews* – The approach has been further refined and has been addressing shortcomings identified during the 2020 pilot, with the aim to have a mature methodology. On this basis, in 2021 the IEU will assess sustainability of projects results in the following two countries: the Senegal sustainability review will focus on the ITC/EIF mango project and the Tanzania sustainability review focus on the ITC components of the UN Trade Cluster intervention in Tanzania (focusing on the greenhouse project in Arusha) with a specific focus on the operation within the EIF's institutional coordination framework. With a special emphasis on IEU's objective to enhance national evaluation capacity building, two EIF secondees (see national evaluation capacity-building section) will assist in conducting these sustainability reviews in their respective countries.
- *2021 PCR Synthesis Review* – The Review will extract key messages and lessons learned from the PCRs submitted for projects ending between July 2020 and June 2021. In addition, as per Board of Auditors 2020 recommendations, the IEU will organize lunch time presentations to staff where owners of outstanding PCRs identified in the 2020 PCR Synthesis Review will present on their learnings. It will also participate in Divisional presentations to staff – e.i. Share & Learn days, to convey findings and learnings of the 2020 PCR Synthesis Review.

18. For 2022, the following considerations will pave the way for independent reviews:

- As explained above, the IEU should be continuing with *Sustainability Reviews* and annual *PCR Synthesis Reviews*.
- Depending on the success of the developmental evaluation in 2021, we envisage to propose the same type of services to other new large projects starting during their inception phase and continuing with the DE accompanying their decision-making with the same projects in their implementation phase if this corresponds to their needs and availability.

- As mentioned by SMC in 2020, the IEU will conduct a review focusing on the relevance, effectiveness and efficiency of the *Mainstreaming Sustainable and Inclusive Trade Guidelines* for ITC projects issued in 2019.

SUPPORT TO SELF-EVALUATIONS AND FUNDER-LED EVALUATIONS

Self-evaluations

19. In 2020, the IEU provided support to Project Managers who conducted self-evaluations. The interventions were the following:

- *Midterm Self-Evaluation of the NTF IV Programme*
- *Midterm Self-Evaluation of Libya: Trade Academy*
- *Self-evaluation of T4SD – Hubs*

20. In 2021, the IEU will pay special attention to improve the quality of self-evaluations, as identified through the stakeholder’s survey conducted on the utility of evaluation in the ITC. The intention is to intensify the preparatory work with project teams, as well as IEU’s support during the self-evaluation process, in particular in identifying good quality, qualified and impartial evaluation consultants. The expected self-evaluations supported by the IEU are the following:

Self-Evaluations in 2021	Project Manager	Budget	Background and status
Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)	HABTEMARIAM, Aklile	5 k m	Midterm evaluation to be initiated in Q4 2021
Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)¹¹	RONDEAU, Veronique	8.84 m	Midterm self-evaluation indicated in the project’s Evaluation Plan in the NPP, is scheduled to start in Q1 2021.

Funder-led evaluations

21. The IEU offers support to project management throughout the funder-led evaluation process (e.g. review TORs and draft reports, attend meetings with evaluators; provide tailor-made information sessions to project teams; advise on management response and recommendation follow-up, etc.). The IEU also analyses and diffuses the lessons that emerge from the funder-led evaluations through the AESR.

22. In 2020, the IEU has actively supported Project Managers throughout the process of the evaluations of ITC projects, which are managed or commissioned by funders:

- *Afghanistan, Trade-related assistance* – The final review carried out by the EU, the IEU supported the project manager throughout the evaluation process.
- *Sri Lanka, Trade-related assistance* – The final evaluation was planned to start in 2020, and the IEU provided support by reviewing the TOR, and an information session for the

¹¹ Note: An initial meeting was held with the Project Manager, and a draft evaluation TOR as well as draft TORs for an international and a national consultant were prepared prior to the civil unrest in Myanmar.

project team (including members based in Sri Lanka) to prepare for the evaluation. In October 2020, the EU Delegation confirmed that there will not be any final evaluation of this project. They may eventually carry out an ex-post assessment, but this is not yet confirmed.

- Midterm Evaluation: *EU-EAC MARKUP Programme (B383 and B718 - Burundi)* – The evaluation started in Q3 2020 and is expected to be completed in 2021. In 2020, the IEU supported the project manager by reviewing the draft TOR.
- Midterm Evaluation: *State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)* – The evaluation started in Q4 2020 and is expected to be completed in 2021. In 2020, the IEU provided support to the project manager by reviewing the TOR and the evaluation inception report, and helped to prepared for the initial meeting with the evaluators.
- *Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle »* - This EU midterm evaluation has been concluded in Q1 2021.

23. In 2021, the expected funder-led evaluations supported by the IEU are the following:

Funder-led evaluations in 2021	Project Manager	Budget	Background and status
SheTrades Commonwealth Programme (B578)	BALFE, Simon	9 m	Final evaluation to be carried out by FCDO, however, the funder have yet to confirm their plans for 2021 evaluation. Status is still to be confirmed.
Myanmar Trade and Investment Project (B494)	ROBERGE, Charles	5 m	Final evaluation to be carried out by FCDO, still to be confirmed.
Partnership for Investment and Growth in Africa (B340)	COCHIN, Sylvie	9.97 m	Final evaluation to be carried out by FCDO, still to be confirmed.
Projet de développement et de promotion du tourisme en Republique de Djibouti (A993)	LEITE, Fernanda	166.9 k	Final evaluation to be carried out by EIF.
Lesotho: National Trade Policy Formulation Programme (B808)	AZATYAN, Lida	177.14 k	Final evaluation was planned for 2020, but did not take place. Postponed by the EIF to 2021, still to be confirmed.
Bhutan Trade Support (B382)	COCHIN, Sylvie	4.47 m	Midterm Results Oriented Monitoring (ROM) to be carried out by the EU.
Improving transparency in trade through market analysis tools as a global public good (B336)	ROBIN, Elodie	10 m	Final evaluation to be carried out by the EU. Moreover, the project is covered by the corporate 'Evaluation of ITC's Performance in Trade and Market Information' which will be finalized in Q2 2021.
Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	DAIRON, Emilie e	5.4m	Midterm evaluation started in January 2021..

Funder-led evaluations in 2021	Project Manager	Budget	Background and status
Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)	ZARGARYAN, Armen	6.7m	Final evaluation by the EU to be confirmed.
Midterm Evaluation: ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	BEFECADU, Yared	6.88 m	Midterm evaluation by the EU to be confirmed.
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)	DIALLO, Aissatou (Project Coordinator - KAZI SYED, Sadiq)	17 m	Midterm evaluation by the EU to be confirmed.
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)	RODRIGUEZ PEREZ, Beatriz	1.77 m	Final evaluation by the EU to be confirmed
COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	HABTEMARIAM, Aklile	2.52 m	Midterm evaluation by the EU to be confirmed.
Systematic Mechanism for Safer Trade (SYMST) (B695)	GHIZZONI, Ludovica	2.28 m	Midterm evaluation by the EU to be confirmed.
Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	AL TALI, Raghad	2.82 m	Midterm evaluation by GIZ to be confirmed.
Tanzania: Kigoma Joint Programme under UNDAF II (B727)	AZATYAN, Lida	1.83 m	Midterm evaluation by MDG Achievement Fund to be confirmed.
MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA Region (B696)	KNAPPE, Matthias	850 k	All of these 5 MENATEX projects are SIDA-funded. SIDA will organize a midterm evaluation in 2021.
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	CHAKER, Mehdi	2.46 m	
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	KNAPPE, Matthias	2.46 m	
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	CHAKER, Mehdi	2.22 m	
Myanmar: Improving food safety and compliance with SPS measures to increase export	GHIZZONI, Ludovica	978 k	

Funder-led evaluations in 2021	Project Manager	Budget	Background and status
revenues in the oilseeds value chain			
Final Evaluation: Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)	RODRIGUEZ PEREZ, Beatriz	970 k	Final evaluation to be carried out by USAID, to be confirmed.
The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)	MOSER, Raimund	500 k	Final evaluation to be carried out by a consortium led by WFP that includes ITC and UNFPA.

24. The prospective funder-led evaluations for 2022 are as follows:

Prospective funder-led evaluations in 2022	Project Manager	Budget	Background and status
Supporting Indian trade and investment for Africa (SITA)	VENUPRASAD, Govind	28.20 m	Funder-led final evaluation (to be confirmed).
Bhutan Trade Support	COCHIN, Sylvie	4.46 m	Funder-led final evaluation (to be confirmed).
Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)	DAIRON, Emilie	5.44 m	Funder-led final evaluation (to be confirmed).
Pakistan: Growth for rural advancement and sustainable progress (GRASP)	SKIDMORE, Robert	54 m	Funder-led midterm evaluation (to be confirmed).
ECOWAS: West Africa Business and Export Promotion Project (WABEP)	BEFECADU, Yared	6.87 m	Funder-led final evaluation (to be confirmed).
Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »	CIPRIANI, Simone	10.45 m	Funder-led final evaluation (to be confirmed).
Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy	BUCHOT, Eric	24.80 m	Funder-led midterm evaluation (to be confirmed).
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)	DIALLO, Aissatou	17 m	Funder-led final evaluation (to be confirmed).
COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders	HABTEMARIAM, Aklile	2.52 m	Funder-led final evaluation (to be confirmed).

Systematic Mechanism for Safer Trade (SYMST)	GHIZZONI, Ludovica	2.27 m	Funder-led final evaluation (to be confirmed).
Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	CIPRIANI, Simone	10 m	Funder-led final evaluation (to be confirmed).
Iran: Trade-Related Technical Assistance	GEOFFROY, Francesco	9 m	Funder-led final evaluation (to be confirmed).
Uzbekistan: Facilitating the Process of Accession to the WTO	ROURE, Jean-Sebastien	5.20 m	Funder-led midterm evaluation (to be confirmed).
Nepal Trade-Related Assistance	FRAUENRATH, Marie-Claude	5.56 m	Funder-led midterm evaluation (to be confirmed).
Thailand: Trade-Related Assistance (Arise + Thailand)	COCHIN, Sylvie	3.14 m	Funder-led midterm evaluation (to be confirmed).
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II	URRUTIGOITY, Matias	6.70 m	Funder-led midterm evaluation (to be confirmed).
ACP: Strengthening Productive Capabilities and Value Chain Alliances	URRUTIGOITY, Matias	17.23 m	Funder-led midterm evaluation (to be confirmed).
Culture project: Identity Building and Sharing Business Initiative	CIPRIANI, Simone	11.24 m	Funder-led final evaluation (to be confirmed).
Trade and market intelligence for the Eastern Partnership Countries	KELLY, Paul	4.1 m	Funder-led midterm evaluation (to be confirmed).
The Gambia: Youth empowerment project (YEP)	MOSER, Raimund	16.5 m	Funder-led final evaluation (to be confirmed).
The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth	MOSER, Raimund	3.75 m	Funder-led final evaluation (to be confirmed).
Enhancing Transparency and Traceability of Sustainable Textile Value Chains	WOZNIAK, Joseph	2.96 m	Funder-led midterm evaluation (to be confirmed).
Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation"	AL TALI, Raghad	2.82 m	Funder-led final evaluation (to be confirmed).
The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees	MOSER, Raimund	300 k	Final evaluation led by IOM
Tanzania: Kigoma Joint Programme under UNDAF II	AZATYAN, Lida	1.82 m	Funder-led final evaluation (to be confirmed).

PROJECT COMPLETION REPORTS

25. In 2016, ITC introduced the cross-cutting requirement of PCRs for all ITC TRTA projects according to a unified ITC PCR report format. Since 2019, the IEU conducts a PCR Synthesis Review on a yearly basis. The list of PCRs conducted until October 2020 is available in the 2020 PCR Synthesis Review.
26. The list of PCRs due for project in 2021 is available in Annex 2. All project managers subject to a PCR in 2021 will be invited to follow the recently developed on-line training modules. In addition, in compliance with the opportunities for self-improvement identified through the 2020 Utility of Evaluation in ITC analysis, the IEU will offer to support project teams in their PCR dialogues, upon their request and as part of its advisory services. IEU will also support Project Managers of good quality PCRs identified in 2020 to present them at Division days, which date is still undetermined. Finally, the IEU will increase the utility of PCRs by having their lessons learned and recommendations easily searchable in the project portal.

EVALUATION FOLLOW UP AND DISSEMINATION

27. **Management responses** – In 2021, special attention will continue being put on improving the relevance and utility of evaluations and reviews recommendations, which included a close dialogue with stakeholders and on supporting good quality management responses and appropriate follow-up actions. The IEU will continue to ensure the follow up of evaluation recommendations on an annual basis.
28. **Communication notes and presentations** – In 2021, the IEU will continue to prepare a communication note for each independent evaluation report, to distill the main evaluation messages. The IEU will also provide presentations of evaluations to ITC staff.
29. **Evaluation-related evidence-based research** – The IEU would like to be in a position to offer evaluation stakeholders automated analysis of learnings of past evaluations of the ITC. In addition, it would like to undertake analytical studies on trade and development issues to prepare future evaluations. For this purpose, it is envisaged in 2021, to identify the most adapted operational arrangement and software to classify, sort and arrange information on evaluation learnings, examine relationships in the data; and combine analysis with linking, shaping, searching and modeling evaluation data. The purpose of this type will enable the IEU to provide a new range of tailored-made services to better meet evaluation-related information needs of evaluation stakeholders.

MAINSTREAMING OF EVALUATION

30. **Evaluation Policy and Guidelines** – In 2020, the IEU provided ITC staff with an introductory session explaining the main features of ITC's evaluation processes and the corporate [ITC Evaluation Guidelines](#). The objective was to raise staff awareness on the purpose and the utility of evaluation and on the existence of key reference documents for matters related to evaluation in ITC. In 2021, this effort will be continued through the use of the interactive training modules (see below). In addition, it will update the 2015 Evaluation Policy and possibly issue a new Evaluation Strategy, based on the M&E framework as defined in the upcoming Strategic Plan 2021-2024. Finally, IEU

will improve the content of the 2018 Evaluation Guidelines as part of the periodic review and enrichment of this technical and operational document.

31. **Interactive training modules** – During 2020, the IEU worked together with the Trade Academy to finalize the “Evaluation at ITC” online training modules, with the aim to promote evaluations as a key instrument to support organizational learning and to ensure accountability against expected results. Since all projects at ITC have some form of evaluation, this course is useful for all ITC staff. The course provides insights into how evaluation works at ITC and consists of four modules that each look at different aspects of evaluation. These modules are especially relevant for project managers and teams whose projects may require evaluation.¹² After completing the four modules, the learner will be able to:

- Know why evaluation at ITC is important, and how it is used to contribute to the success of both Project Managers’ and Project Teams’ projects and the organization as a whole;
- Know the general principles for delivering high-quality evaluations, the evaluation criteria used to guide evaluations, as well as the cross-cutting dimensions that ensure sustainable and inclusive results, which are incorporated into all projects at ITC; and
- Know how the evaluation process works at each step of the evaluation process, explain what is delivered at the end of each step, and what is expected from the Project Manager or Project Team at each stage.

32. The modules are scheduled to be made available in the L&D Hub training catalogue in Q1 2021. Periodically, colleagues whose projects are due for evaluation will be made aware of the course offerings, in order to provide them with timely and comprehensive guidance complementing the unit's advisory service.

33. **Use of the New Project Portal (NPP)** – During 2020, the IEU worked with SPPG and IT&S to help improve the overall process of the PCR reporting in the NPP, with notable benefits including:

- PCR Comprehensive Report – The Report, generated within the NPP is comprised of the data inserted into the PCR tab in the NPP. This inclusive report, which can be used as a tracking tool, provides an overview of all projects that have completed their reporting in the NPP. The Report includes lessons learned and recommendations, and risk management reporting, which could be transformed into databases for further use within ITC.
- E-Signature – Work is underway to revise the functionality of the PCR tab to enable the signing-off of the PCR by the Chief and the Director directly in the NPP. As a result, the PCR will only be completed in the NPP, and the Word template no longer be used, which will also help to ensure that the PCR Comprehensive Report in the NPP is well populated.

¹² The first two modules look at why evaluation is important, and ITC’s approach to evaluation. Together, these two modules give a general overview of evaluation at ITC. The final two modules delve deeper into the details of evaluation, and provide some concrete examples of how evaluation is done. The third module provides more information on the role of evaluation throughout the project cycle, as well as how to factor in monitoring and evaluation in project planning. Finally, the fourth module looks at the evaluation process and its essential steps.

34. The IEU will continue to work with IT&S during 2021 to improve the PCR reporting template in the NPP, and better facilitate the process of completing a PCR. In addition, improvements to the Evaluation planning tab in the NPP are also planned to take place during 2021.
35. **National evaluation capacity building** – In 2020, the IEU has been collaborating with the Enhanced Integrated Framework (EIF) in the Secondment Programme that aims to strengthen the capacity of M&E officers working on the EIF and trade-related projects in the EIF Countries. The Geneva component for the first set of two secondees was successfully implemented in 2020. The IEU provided training to the first cohort of secondees to familiarize them with ITC's technical assistance and evaluation (introduction to ITC's mechanisms and training products with respect to evaluations). The two trained secondees were Ms. Natasha Ngowi (Tanzania) and Ms. Maimouna Gueye (Senegal). In 2021, the secondees have returned to their countries, these officials are in the EIF National Implementing Units embedded in the Ministries of Trade in the respective countries, although will remain engaged with the EIF as part of their commitment to the secondment programme and will be instrumental in conducting the Sustainability Reviews in 2021.

RESPONSIVENESS TO UN REFORM

36. **UNEG** – In 2020, the IEU has been actively participating in the work of the UN Evaluation Group (UNEG) Executive Steering Committee and has contributed to the work of UNEG working groups related (i) Gender, Disability and Human Rights, (ii) SDGs, as well as (iii) Ethics and Code of Conduct. For the latter, the unit was also part of the team of authors that drafted the revision of the [UNEG Ethical Guidelines for Evaluation](#). In addition, it contributed to the drafting of the [UNEG Meta-synthesis of United Nations Development Assistance Framework \(UNDAF\) Evaluations with a Gender Lens](#). In alignment with UNEG requirements, the IEU will conduct in collaboration with the EIF evaluation function, two joint-evaluation exercises in the form of the Sustainability Reviews in Senegal and Tanzania in 2021.
37. **UN SWAP** – The IEU will continue supporting the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) by reporting on UN-SWAP indicator 4, by conducting a meta-evaluation and completing the UN-SWAP Evaluation Scorecard to analyze the evaluations completed during the year. In 2020, the unit contributed to an addendum to the evaluation indicator in the [UN-SWAP 2.0 Framework and Technical Guidance](#).
38. **UN DIS** – The IEU has supported the implementation of the UN Disability Inclusion Strategy (DIS) since its launch in June 2019, and contributed to the drafting of the evaluation indicator of the [UN Disability Inclusion Strategy](#). Reporting on the UN DIS indicator 10, started in Q2 2020, the IEU will continue to support the implementation of the UN DIS throughout 2021, and work in close coordination with the ITC Disability and Accessibility Focal Point for 2019 – 2021.
39. **JIU** – As the focal point for Joint Inspection Unit (JIU), in 2020, the IEU contributed to completion of JIU reports, including the Review of staff exchange and similar inter-agency mobility measures in the UN (JIU/REP/2019/9), Policies and platforms in support of learning: towards more coherence and convergence (JIU/2020/2), and Enterprise risk management: approaches and uses in the UN system organizations (JIU/2020/5). The IEU also contributed to the preparation of the JIU 2021 Programme of Work. In addition, the IEU coordinated a series of JIU reviews that are still

ongoing, including Sustainable and environmentally friendly policies, practices and facilities across the United Nations system organizations (A452); and Comprehensive review of United Nations system support for the landlocked developing countries (A454). In 2021, the IEU will continue playing this role and following-up on past JIU recommendations issued to ITC.

40. **OIOS** – In 2020, the IEU participated in two Office of Internal Oversight Services (OIOS) evaluations, which are still ongoing: the Evaluation Study of the UN Evaluation Dashboard 2018-2019; and, the assessment of strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. The ITC-relevant elements of these evaluations will be taken into account in the 2022 AESR.

BUDGET

41. ITC management supports the JIU recommendation of developing a comprehensive budget framework and resource allocation plan for the ITC evaluation function. In addition, to staff resources, the IEU receives an annual RB allocation of 200K. The budget in the figure below does not include resources related to IEU staff members (RB: one P4 and one P3; PSC: one P2).

IEU Evaluation indicative budget for 2021	
Independent evaluations:	
Value Added to Trade / agricultural development	55,000
Final Evaluation of the NTF IV Programme	a/200,000
AESR 2021	24,000
Sustainability Reviews (NECB Senegal and Tanzania)	b/15,000
Developmental Evaluation (South Sudan, Eswatini and Iraq)	60,000
Evaluation function development:	
IEU staff training	2,000
Evaluation-related evidence-based research	9,000
Evaluation preparation benchmarking study	9,000
Updating Evaluation Policy, Guidelines and Strategy	26,000
Total	400,000

a/ Programme funds; b/ local consultants and travel cost covered by the EIF

ANNEXES

Annex 1: Evaluation coverage since 2013

Focus Area	Programme	Corporate evaluation	Programme-related project evaluation	NPP %	
Trade and Market Intelligence	Transparency in Trade	IEU TMI 2020	EU Malawi 2015	100%	
	Non-Tariff Measures in Goods and Services	IEU NTM 2018	EU ROM Caribbean 2016	100%	
			AfTIAS Arab States 2019	60%	
	Competitive Intelligence		ATF Arab States 2019	20%	
Conducive Business Environment	Trade Development Strategies	IEU Export Strategy 2013	SECO Tajikistan & Kyrgyz Republic 2016	8%	
			EU Pakistan 2016	30%	
			EU Afghanistan 2018 & 2020	30%	
			IEU YEP 2019	10%	
	Trade Facilitation	IEU TF 2019	EU Pakistan 2016	27%	
			EU Afghanistan 2018 & 2020	27%	
			ATF Arab States 2019	25%	
	Supporting Trade Negotiations and Policy Reform		EU Pakistan 2016	28%	
			EU Afghanistan 2018 & 2020	28%	
			AfTIAS Arab States 2019	10%	
	Strengthening TISIs	Strengthening Trade and Investment Support Institutions	IEU TISI 2020	ILO Zambia Green Jobs 2015 & 2018	30%
				SECO Tajikistan & Kyrgyz Republic 2016	8%
			EU Pakistan 2016	5%	
			IEU Eastern Africa 2017	7%	
			EIF Benin 2017	30%	
			IEU CTAP 2018	100%	
			EU Afghanistan 2018 & 2020	5%	
			AfTIAS Arab States 2019	30%	
			AFD OPC 20 Pays 2020	100%	
Connecting to International Value Chains	Value-added to Trade		IEU EIF The Gambia 2014 & 2016	100%	
			SECO ROM Tanzania 2015	100%	
			EU Zimbabwe 2015	100%	
			IEU EIF Lesotho 2015 & 2017	100%	

			ILO Zambia Green Jobs 2015 & 2018	70%
			IEU NTF II - Uganda and Bangladesh 2016	100%
			SECO Tajikistan & Kyrgyz Republic 2016	84%
			SECO Tunisia 2016	100%
			EIF Chad 2016 & 2017	100%
			IEU EIF Nepal PETS 2016 & 2018	100%
			One UN Palestine 2017	70%
			IEU Eastern Africa 2017	13%
			EIF Benin 2017	60%
			EIF Senegal 2017 & 2018	100%
			IEU YEP 2019	40%
			SDG Fund Nigeria 2019	100%
			Denmark A4T 2019	100%
			SECO ROM Myanmar 2020	100%
	E-Solutions: Enabling Trade Through Digital Channels		ATF Arab States 2019	55%
Inclusive and Green Trade	Empowering Women to Trade	IEU Women & Trade Phase 1 2016	EU Pakistan 2016	5%
			One UN Palestine 2017	30%
			EU Afghanistan 2018 & 2020	5%
			DFID SheTrades Commonwealth 2019	100%
	Empowering Poor Communities to Trade	IEU PCTP 2013	MDG Viet Nam 2013	100%
			EIF Cambodia 2014 & 2016	100%
			SECO EFI Ghana 2015	100%
			NRC Resi 2018 & 2019	60%
			EU ELI Afghanistan 2020	100%
	Youth and Trade		EU Pakistan 2016	5%
			NRC Resi 2018 & 2019	40%
			EU Afghanistan 2018 & 2020	5%
			IEU YEP 2019	50%
	Trade for Sustainable Development	IEU T4SD 2017	IEU Trade, Climate Change and Environment 2015	100%

Regional Eco Integration and S-S Links	Boosting Regional Trade		EU PACIR 2013 & 2015 & 2017	100%
			IEU Eastern Africa 2017	80%
	South-South Trade and Investment		EIF Benin 2017	10%
			DFID SITA 2018	100%

Annex 2: Project Completion Reports due for projects ending in 2020 and 2021

Table 1: Projects ending in 2020 (as of 5 January 2021)

ID	Title	Developer/Manager	Section	Start Date	End Date	Total Budget (USD)	PCR Due Date
B870	Lebanon: Creating sustainable jobs and stable income	CHAKER, Mehdi	DCP/OAS	03/06/2019	31/08/2020	267,857.00	Feb-21
B808	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap	AZATYAN, Lida	DCP/OA	01/05/2019	31/10/2020	177,138.00	Apr-21
B734	Business survey study to identify the information needs' of EU services exporters	FILADORO, Mario	DMD/TMI	26/06/2019	26/11/2020	168,097.00	May-21
B961	Sustainable Investments into Africa (SIA)	ZOTZ, Ann-Kathrin	DEI/SIVC	15/12/2019	30/11/2020	555,000.00	May-21
B998	MENA E-Commerce Entrepreneurship Knowledge Series	CHAKER, Mehdi	DCP/OAS	08/06/2020	15/12/2020	48,450.00	Jun-21
B786	The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees	MOSER, Raimund	DCP/OA	18/12/2018	16/12/2020	300,000.00	Jun-21
B516	SheTrades Connect (Japan)	ZALESKI MORI, Anna Claudia	DEI/SIVC	01/09/2019	31/12/2020	85,222.00	Jun-21
B636	E-solutions	HOWE, James	DEI/SEC	01/01/2018	31/12/2020	1,166,057.00	Jun-21
B628	Trade Facilitation	BONTHONNEAU, Pierre	DMD/TFPB	01/01/2018	31/12/2020	2,400,000.00	Jun-21
B562	SheTrades: International workshop agreement on the definition of Women Owned Businesses	FESSEHAIE, Judith	DEI/SIVC	12/11/2018	31/12/2020	220,000.00	Jun-21
A993	Djibouti : Projet de développement et de promotion du tourisme	LEITE, Fernanda	DCP/OAS	01/08/2017	31/12/2020	166,900.00	Jun-21
B839	RESI High Skills	SCHLINDER, Katherine	DCP/OD	01/01/2019	31/12/2020	200,000.00	Jun-21
B633	I 4 IMPACT (AIM): Improving institutional performance for SME internationalization	MARX, Saskia	DEI/TISI	01/01/2018	31/12/2020	3,100,000.00	Jun-21
B840	Youth & Trade: Entrepreneurship and Employability	CORDOBES, David	DEI/TISI	01/01/2019	31/12/2020	750,000.00	Jun-21
B632	Trade in services	ZHAO, Quan	DMD/TFPB	01/01/2018	31/12/2020	300,000.00	Jun-21
B743	Qatar: Bar code initiative for SME trade development	SAYERS, Ian	DEI/SEC	01/08/2018	31/12/2020	150,000.00	Jun-21
B630	Export strategy design and management	SAID, Anton	DMD/RSE	01/01/2018	31/12/2020	1,320,000.00	Jun-21
B815	Building "Export Bahrain"	AZUZ, Abdeslam	DCP/OAS	29/01/2019	31/12/2020	700,000.00	Jun-21
B645	Trade for Sustainable Development (T4SD) - Database	WOZNIAK, Joseph	DEI/SIVC	01/01/2018	31/12/2020	2,590,000.00	Jun-21
A332	St. Lucia: Strengthening the institutional infrastructure for export promotion	URRUTIGOITY, Matias	DCP/OLAC	10/01/2016	31/12/2020	927,200.00	Jun-21

B955	DRC: Adding value to bamboo, plastic waste, and lifestyle goods for sustainable livelihoods	SPYROPOULOS, Panayiotis	DCP/PCTP	01/03/2020	31/12/2020	197,000.00	Jun-21
B629	Support Trade Negotiations	AGGARWAL, Rajesh	DMD/TFPB	01/01/2018	31/12/2020	900,000.00	Jun-21
B942	ITC's contribution to the AfCFTA	DIALLO, Aissatou	DCP/OA	01/01/2020	31/12/2020	100,000.00	Jun-21
B635	Value Added to Trade	SKIDMORE, Robert	DEI/SEC	01/01/2018	31/12/2020	2,581,722.00	Jun-21
B626	Non-tariff measures programme (W1)	HERMELINK, Ursula	DMD/TMI	01/01/2018	31/12/2020	2,100,000.00	Jun-21
B637	SheTrades Coffee	WATSON, Nicholas	DEI/SEC	01/03/2018	31/12/2020	230,800.00	Jun-21
B568	Trade Promotion between China and other Developing Countries along the Belt and Road Initiative	COCHIN, Sylvie	DCP/OAP	01/01/2018	31/12/2020	400,000.00	Jun-21
B641	SheTrades	ZALESKI MORI, Anna Claudia	DEI/SIVC	01/01/2018	31/12/2020	3,336,100.00	Jun-21
B631	SME Competitiveness Survey and Outlook	OLIVEIRA RAMOS, Barbara	DMD/RSE	01/01/2018	31/12/2020	2,687,000.00	Jun-21
B649	Poor Communities and Trade Programme	CIPRIANI, Simone	DCP/PCTP	01/01/2018	31/12/2020	950,000.00	Jun-21
B794	Innovative MSME and Value Chain development through Alliances in cocoa, coffee and associated crops sectors in Ghana and Ethiopia	MORRISON, Benjamin	DEI/SEC	01/07/2018	31/12/2020	900,000.00	Jun-21
B930	Alliances for Action: Coffee Guide	MANSON, Hernan	DEI/SEC	01/01/2020	31/12/2020	100,000.00	Jun-21

Table 2: Projects ending in 2021 (as of 5 January 2021)

ID	Title	Developer/Manager	Section	Start Date	End Date	Total Budget (USD)	PCR Due Date
B929	Investment Facilitation for Development	ZHAO, Quan	DMD/TFPB	15/01/2020	15/01/2021	500,000.00	Jul-21
B832	SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA)	FESSEHAIE, Judith	DEI/SIVC	01/04/2019	31/01/2021	560,000.00	Jul-21
B555	Liberia: Developing the tourism sector with a focus on surfing and destinations	HABTEMARIAM, Aklile	DCP/OA	13/02/2019	31/01/2021	500,000.00	Jul-21
B276	Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »	CIPRIANI, Simone	DCP/PCTP	17/02/2017	17/02/2021	10,451,704.00	Aug-21
B956	SheTrades and UPS	ZALESKI MORI, Anna Claudia	DEI/SIVC	03/04/2020	28/02/2021	400,000.00	Aug-21
A306	Sri Lanka: Trade related assistance	COCHIN, Sylvie	DCP/OAP	01/11/2016	28/02/2021	8,908,914.00	Aug-21

B340	Partnership for Investment and Growth in Africa (Main Phase)	COCHIN, Sylvie	DCP/OAP	09/05/2017	30/03/2021	9,972,500.00	Sep-21
B252	Eastern Partnership: Ready to Trade - an EU4Business initiative	ZARGARYAN, Armen	DCP/OEECA	01/09/2017	31/03/2021	6,718,925.00	Sep-21
B785	SheTrades Zambia	ZALESKI MORI, Anna Claudia	DEI/SIVC	01/10/2018	31/03/2021	200,000.00	Sep-21
B776	Kenya: Supporting refugees to trade through digital agents' model	SCHLINDER, Katherine	DCP/OD	05/12/2019	31/03/2021	90,000.00	Sep-21
B964	Haiti: Feasibility study exports of mango, horticulture, and cereals	URRUTIGOITY, Matias	DCP/OLAC	01/07/2020	31/03/2021	196,013.00	Sep-21
B578	SheTrades Commonwealth Programme	BALFE, Simon	DEI/SIVC	30/04/2018	31/03/2021	9,000,000.00	Sep-21
B922	Collecting data on women in extra-EU services trade in selected EU Member States	FILADORO, Mario	DMD/TMI	25/11/2019	31/03/2021	329,000.00	Sep-21
A303	Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains	ZARGARYAN, Armen	DCP/OEECA	01/01/2016	31/03/2021	2,717,723.00	Sep-21
B390	Senegal: Export development of IT and IT-enabled services (NTF IV)	LABBE, Martin	DEI/SEC	01/10/2017	30/06/2021	1,721,952.00	Dec-21
B725	Economic Partnership Agreements (EPAs) worldwide and rules of origin	PICHOT, Xavier	DMD/TMI	01/12/2018	30/06/2021	499,529.00	Dec-21
B386	Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV)	MACOLA, Giulia	DEI/SEC	01/12/2017	30/06/2021	2,785,540.00	Dec-21
B387	Uganda: Export development of IT and IT-enabled services (NTF IV)	LABBE, Martin	DEI/SEC	01/12/2017	30/06/2021	1,824,349.00	Dec-21
B586	Mano River: Value Chain Development for Cocoa (NTF IV)	TEKLU, Kidest	DEI/SEC	01/12/2017	30/06/2021	2,991,408.00	Dec-21
B580	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations	BESEISO, Eman	DCP/OAS	29/09/2018	30/06/2021	505,235.00	Dec-21
B382	Bhutan Trade Support	COCHIN, Sylvie	DCP/OAP	01/05/2018	31/08/2021	4,467,200.00	Feb-22
C024	Cambodia, Lao PDR, Mongolia, and Viet Nam: Conversion of ITC e-learning courses into national language versions	DARD, Raphael	DMD/TFPB	26/10/2020	31/08/2021	76,840.00	Feb-22
B957	SheTrades and Mary Kay	ZALESKI MORI, Anna Claudia	DEI/SIVC	20/10/2020	09/09/2021	350,000.00	Mar-22

B494	Myanmar Trade and Investment Project (TIP)	ROBERGE, Charles	DMD/RSE	17/09/2018	17/09/2021	5,000,000.00	Mar-22
B678	Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce)	BENZAKRI, Abdellatif	DMD/TMI	01/06/2018	30/09/2021	541,372.00	Mar-22
B615	Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border	RODRIGUEZ PEREZ, Beatriz	DCP/OLAC	01/06/2018	30/09/2021	970,000.00	Mar-22
A314	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market	RODRIGUEZ PEREZ, Beatriz	DCP/OLAC	01/11/2017	31/10/2021	1,768,868.00	Apr-22
B599	Colombia PUEDE: Peace and unity through productive development and commercialization	ALARCON VALDIVIESO, Rene Alejandro	DCP/OLAC	18/12/2018	17/12/2021	3,134,624.00	Jun-22
B439	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	CIPRIANI, Simone	DCP/PCTP	23/12/2017	22/12/2021	10,032,015.00	Jun-22
B155	TIS Revolving Fund / E-learning	DARD, Raphael	DMD/TFPB	01/01/2016	31/12/2021	300,000.00	Jun-22
B736	Trade Training Hub (TTH)	LAKE, Shaun	DMD/TFPB	05/01/2020	31/12/2021	259,448.00	Jun-22
C027	Textile and Apparel Network for Africa (TANA)	ZOTZ, Ann-Kathrin	DEI/SIVC	01/11/2020	31/12/2021	1,165,000.00	Jun-22
B751	SheTrades Gambia	MAYER-BESTING, Elena	DCP/OA	23/12/2018	31/12/2021	1,050,000.00	Jun-22
B898	Fast Tracking Digital Entrepreneurship in Africa - Phase 1	LABBE, Martin	DEI/SEC	06/10/2019	31/12/2021	1,000,000.00	Jun-22
B607	Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AfTIAS)	CHAKER, Mehdi	DCP/OAS	01/09/2017	31/12/2021	150,000.00	Jun-22
B605	Saudi Arabia: Development of dates sector in Medina region (AfTIAS)	CHAKER, Mehdi	DCP/OAS	31/07/2017	31/12/2021	480,000.00	Jun-22
B352	Improving transparency in trade through embedded market analysis tools	MIMOUNI, Mondher	DMD/TMI	01/09/2016	31/12/2021	300,000.00	Jun-22
B205	TS Revolving Fund	MARX, Saskia	DEI/TISI	01/01/2016	31/12/2021	255,783.00	Jun-22
B572	Global Trade Helpdesk	LORIDAN, Mathieu	DMD/TMI	31/12/2017	31/12/2021	9,500,000.00	Jun-22
B036	Trade for Sustainable Development (T4SD)	WOZNIAK, Joseph	DEI/SIVC	01/01/2016	31/12/2021	13,174,218.00	Jun-22
B821	Egypt: SheTrades (AfTIAS)	CHAKER, Mehdi	DCP/OAS	01/03/2019	31/12/2021	350,000.00	Jun-22
B189	MLS-SCM Revolving Fund	OYIOLO, Julia	DMD/TFPB	01/01/2016	31/12/2021	250,000.00	Jun-22
B190	SEC Revolving Fund	SKIDMORE, Robert	DEI/SEC	01/01/2016	31/12/2021	100,000.00	Jun-22

B336	Improving transparency in trade through market analysis tools as a global public good	ROBIN, Elodie	DMD/TMI	01/01/2017	31/12/2021	10,000,000.00	Jun-22
B945	The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions	MOSER, Raimund	DCP/OA	02/01/2020	31/12/2021	500,000.00	Jun-22