



February 2018

2018-2019 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
INTERNATIONAL TRADE CENTRE
Geneva, Switzerland

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CONTEXT

1. In conformity with the Evaluation Policy,¹ the Independent Evaluation Unit (IEU) presents an annual Evaluation Work Programme including a budget, and a prospective plan for the subsequent year. The annual work programme is prepared by the IEU in consultation with ITC Management, and was submitted to the Senior Management Committee (SMC) for endorsement on 1 February 2018. Decisions taken after discussion with SMC are reported in the document in *bullet point / italic format*.
2. The Evaluation Work Programme builds on the IEU deliverables achieved in 2017 (see summary in Annex 2), and links resource requirements to expected achievements and deliverables. It also provides the criteria for selecting the evaluation subjects. They are alignment to ITC's strategic plan; corporate risks (ITC accountability and proportion of ITC's investments); value for learning and innovation (potential for future strategic development), and timeliness (maturity of the operations). The Evaluation Policy, and the Evaluation Guidelines², provide the framework and supporting material for conducting independent evaluations, self-evaluations, project completion reports (PCR), and coordination with funder-led evaluations.
3. During the 2018-2019 biennium, it is foreseen that the IEU, in addition to the support to self-evaluation, will undertake one to two new corporate-level evaluations, and three new evaluations of programmes or large projects and three to four independent reviews and verifications on specific projects. The proposed selection of items subject to evaluation in the Evaluation Work Plan for 2018, is based on a combination of IEU determining priorities based on risk analysis and ITC Management ad-hoc requests for evaluation or review. In all cases, the principles of evaluation timeliness, objectivity, credibility, relevance and utilization by key stakeholders will be pursued.
4. In its efforts for better anchoring an evaluative culture in the ITC, the IEU will also use a good example of collaborating with project managers to show-case its work in improving staff engagement in evaluations.

INDEPENDENT EVALUATIONS

Corporate-level evaluations

5. According to the Evaluation Policy, independent strategic evaluations carried out by the IEU cover (a) corporate-level evaluation, and (b) programmes or large projects.

2018

6. In 2017, the evaluation, entitled *Evaluation of the Participation and Performance of the International Trade Centre in the United Nations Delivering as One System*, was initiated in Q3 2017 and is scheduled to be completed in Q2 2018
7. *Country-level evaluation*: In 2018, the IEU proposes to launch an evaluation of ITC performance at the country level, which was requested during an SMC meeting in December 2017 and which corresponds to current UN Reform priorities. The scope of evaluation will cover all ITC intervention in the country in question covering a 10-year period. Within the scope of country trade and development strategy, the objective of a country approach is to assess the performance of ITC to support trade development at the level of a country and to enhance coordination of ITC activities as delineated in ITC Rules of Engagement. The precise country selection will be done using objective criteria such as aid level and diversity of ITC delivery and suggestions provided by Senior Management. The IEU will also consider including more than one country in the evaluation for comparison purposes.

¹ International Trade Centre (2015). *ITC Evaluation Policy Second Edition*. Geneva. Available from http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/How_ITC_Works/Evaluation/ITC-Evaluation-Policy-2015-Final.pdf

² Evaluation guidelines still in draft, awaiting promulgation by SMC in early 2018.

- *In the discussion with SMC on 1 February 2018, SMC requested that the Country-level evaluation focus on different regions (ideally in Africa and in Asia), different development status (LDCs and middle-income countries) and different country contexts where ITC has been investing over a long period to get diverse learnings from each. While final country selection will be taken by the IEU, SMC suggested Kenya or Uganda, and Cambodia or Nepal.*

2019 (prospective)

8. In 2019, one additional independent strategic evaluation should be launched. The following non-exhaustive list of items emerged from the talks within SPPG:
 - a. *Mid-term evaluation of the implementation of the ITC Strategic Plan 2018-2021: Trade Routes to Sustainable and Inclusive Development:* The objective of this evaluation will be to assess progress in the internalization of the Strategic Plan objectives into the work of ITC. It will identify possible gaps in its implementation will provide guidance to ensure the achievement of objectives within the Strategic Plan period.
 - b. *Evaluation of the performance of ITC W1 funds:* The objective of this evaluation would be to conduct a comprehensive assessment of the use and the performance of W1 funds in ITC. To date, W1 funds have only been assessed within the context of project evaluations.
 - c. *Evaluation of the implementation of ITC gender mainstreaming and gender equality policy:* As part of the new 2018 UN-SWAP requirements, it is expected that every 5-8 years, ITC conducts at least one evaluation to assess corporate performance on gender mainstreaming or an evaluation of its gender equality policy/strategy.
- *As a result of discussion with SMC on 1 February 2018, it was decided to delay the midterm evaluation of the ITC strategic plan to 2020, and that since OIOS had recently carried out an audit of W1 it should be removed from the list. Therefore, it was decided that the corporate-level evaluation of the implementation of the ITC gender mainstreaming and gender equality policy would be conducted in 2019.*

Evaluation of programmes and large projects

2018

9. In alignment with the prospective plan presented in 2017, IEU will finalize evaluations of the following corporate programmes and large projects evaluations:
 - a. Non-Tariff Measures (NTM) Phase I & II – (expected completion Q1);
 - b. The Certified Trade Advisers Programme (CTAP) – (expected completion Q1);
 - c. Final Evaluation of the Pashima Enhancement and Trade Support (PETS) Project in Nepal – (expected completion Q2); and
 - d. NTF III Evaluation, PRIME of the Netherlands – (expected completion Q3).
10. In 2018, IEU proposed to launch evaluations of *one* of the following programmes. The first three have never been independently evaluated in the ITC while the fourth is also strategic since it is a long standing activity with potential interesting learnings in terms of poverty alleviation. In addition, concerning the first two items, it is worth mentioning the emphasis that has been recently put on the need to enhance the performance of UN Development System agencies in terms of policy advice and support³:
 - a. Trade Policy programme;
 - b. Trade Facilitation programme;
 - c. Market Access Map – Transparency in Trade programme.

³ UNGA Report: *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet*, December 2017

- d. Ethical fashion Kenya (ex-post impact evaluation)
- *As a result of discussion with SMC on 1 February 2018, it was decided that the independent evaluation of the Trade Facilitation Programme should be launched. In addition, it was decided that the independent evaluation of the Ethical Fashion Kenya (ex-post impact evaluation) should be included with the corporate-level country evaluation of Kenya.*

2019 (prospective)

11. It was proposed that in 2019, the IEU will conduct two corporate programmes / large projects:
 - a. TISI Strengthening Programme, has requested to be evaluated in 2019.⁴
 - b. One / two of the remaining corporate programme evaluation not taken in 2018, within the list above.
- *After discussion with SMC on 1 February 2018, it was decided that the evaluation of the TISI Strengthening Programme would take place in 2019 and no other corporate programme evaluation would be added.*

Independent reviews and verifications

12. Through ad hoc requests from Senior Management the IEU provides independent reviews and verifications on specific projects, processes or systems. In 2018, the IEU will undertake a project review which has been already launched: Project Review: Papua New Guinea, A775 - Pacific: Economic empowerment of women (Women and Trade Phase II).
13. In addition, considering the persistent observation of gaps within M&E systems – as conveyed in the successive Annual Evaluation Synthesis Reports – IEU proposes to conduct *one* review of an M&E system to be selected among the following two options:
 - a. *Review of RISE (Respect, Invest, Sustain, Empower) methodology:* The intention is to validate the methods used in what is presented as a good practice in M&E, and to contribute to make the methodology applicable to other projects working with small informal-sector producers;
 - b. *Review of the M&E systems in the portfolio of new large EU projects:* The objective is to verify and quality check M&E systems that have been, or are being, put in place within the large portfolio of new EU projects to ensure that sound and performant M&E systems are being planned and implemented for the years ahead.
- *It was decided as a result of discussion with SMC on 1 February 2018, that the suggested review of RISE methodology would be delayed for the time being, and that the review of the M&E systems in the portfolio of new large EU projects would be conducted.*

SELF-EVALUATIONS AND FUNDER-LED EVALUATIONS

14. The ITC Evaluation Policy indicates that all projects with a budget exceeding USD 2 million, are subject to evaluation. The Evaluation Work Programme determines whether these evaluations are conducted using self-evaluation managed by the project management or through an independent evaluation conducted by the IEU. Projects subject to mandatory evaluation can also be evaluated by the funder. In addition, funder-led evaluations are also an integral part of the ITC evaluation work programme.⁵

2018

Self-evaluations

15. The IEU developed Evaluation Guidelines that provide guidance on planning and conducting self-evaluations. Self-evaluations are an important tool allowing project managers to identify project achievements and

⁴ This choice will be validated in the 2019-2020 evaluation work plan

⁵ Only in exceptional cases, projects subject to funder-led evaluation are subject to a complementary independent evaluation.

outcomes. A midterm self-evaluation can help to assess performance against intended outcomes and provide recommendations to take remedial action where a project might not be on track. A final self-evaluation can enhance organizational learning, identify good practice, and contribute to accountability. Among the advisory services provided by the IEU, support is provided to project managers to pursue a self-evaluation. In this respect, the IEU works closely with project managers to support the evaluation process from the writing of the TOR to the quality review of the final report.

16. In 2017, draft self-evaluation guidelines were piloted with the midterm self-evaluation of the Morocco Export Development for Employment Creation (EDEC) project, and the IEU coached the project manager during the process.
17. In 2018, the following self-evaluations will be undertaken by project managers:
 - a. Mandatory self-evaluations (project closure in 2018 and a budget above 2 MM):
 - i. Final Evaluation: Morocco: Export development for employment creation (EDEC) (A749) – mandatory self-evaluation;
 - ii. The Global Platform for Action on sourcing from women vendors (A772)
 - b. Self-evaluations commended within project document:
 - i. Midterm Evaluation - Libya: Trade Academy - TFPB/DMD
 - ii. Midterm Evaluation - Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains - EECA/DCP
 - iii. Midterm Evaluation – Sri Lanka: Trade-related assistance - OAP/DCP

Funder-led evaluations

18. IEU provides support to project managers who are planning for funder-led evaluations, and liaises with project managers and funders. The work of the IEU is to support project management during the evaluation process and analyze and diffuse the lessons that emerge from funder-led evaluations through the Annual Synthesis Evaluation Report. The funder-led evaluations that will be undertaken in 2018 are the following:
 - a. Final Evaluation: Zambia: Green Jobs - DEI/SEC, funded by ILO,
 - b. Final Evaluation: Arab States: Aid for Trade initiative (A895) - DCP/OAS, funded by ITFC,;
 - c. Final Evaluation: Arab States: Development of SME exports through virtual market places (A676) - DCP/OAS, funded by IDB,
 - d. Final Evaluation: Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs (B319) – DEI/SEC, funded by AGF,
 - e. Final Evaluation: Senegal: Improving the competitiveness of the mango industry (A996) - DCP/OA, funded by EIF, to be confirmed
 - f. Final Evaluation: Benin: Strengthening production and trade capacities (A860) - DCP/OA, funded by EIF, to be confirmed
 - g. Final Evaluation: Malawi: Improved Trade Statistics and Information System (as part of 10 EDF projects) (A864) - DCP/OA, funded by EU, to be confirmed
 - h. Evaluation Finale: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR / UEMOA) - DCP/OA, funded by EU, to be confirmed, and,
 - i. Midterm Evaluation Afghanistan: Trade-related assistance (A764) - DMD/TFPB, funded by EU, to be confirmed.

2019 (prospective)

Projects > 2m USD that will be subject to independent or self-evaluation

- a. Final Evaluation: Rwanda: Enabling the future of e-commerce (B330), DEI/SEC,

- b. Midterm Evaluation: Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439) (will use RISE Methodology) - DCP/PCTP,
- c. Midterm Evaluation: Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & a new state (extension) (NTF IV) (B386)

Projects > 2m USD indicating that that will be subject to a funder-led evaluation

- a. Midterm Evaluation Partnership for Investment and Growth in Africa (Main Phase) (B340), DCP/OAP,
- b. Midterm Evaluation: Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur de "livestyle" (B276), DCP/PCTP,
- c. Final Evaluation: Afghanistan: Trade-related assistance (A764), DMD/TFPB,
- d. Final Evaluation: Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains, DCP/EECA,
- e. Final Evaluation: Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts (A325), DCP/OLAC, to be confirmed.

Optional Evaluations

19. For projects with a total budget below 2 USD million, an evaluation is not mandatory. These projects are evaluated at the initiative of project management, or of the funder. Four optional self-evaluations have already been planned for 2019, and two correspond to the latter category.

Projects < 2 M USD indicating a planned self-evaluation

- a. Final Evaluation: Libya: Trade Academy, DMD/TFPB, confirmed;
- b. Final Evaluation of Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries, DMD/TMI, confirmed;
- c. Final Evaluation: St. Lucia: Strengthening the institutional infrastructure for export promotion, DCP/OLAC, confirmed;
- d. Final Evaluation: Export Potential Map (A341), DMD/TMI, confirmed.

Projects < 2 M USD indicating a planned funder-led evaluation

- a. Final Evaluation: Tanzania: Integration of horticulture supply/value chains into tourism (B265), DCP/OA, undertaken by SECO, to be confirmed;
- b. Support to Facilitation of Trade between CEFTA Parties (B444), DMD/TFPB, undertaken by GIZ, confirmed.

PROJECT COMPLETION REPORTS

20. According to the Evaluation Policy, a Project Completion Report (PCR) is mandatory for all ITC projects. The Evaluation Guidelines provide a template for the PCR which emphasizes performance self-assessment, using evaluation criteria. During 2017, the IEU supported project managers in their understanding of the logic and the requirements of the PCR (see detailed information on PCRs in Annex 4). The IEU will continue its efforts in supporting project managers in this task throughout 2018. It will also quality check a significant sample of the PCRs produced in 2018, for learning purposes and integrate PCR findings in the AESR.⁶
21. During 2018, the IEU will work closely with ITS to develop a more automated process for integrating PCR and PCT template into the New Projects Portal (NPP) use an on-line approval process and generate a database. This will facilitate analysis and customization, accessible by evaluation criteria, keywords and ratings.

⁶ Projects with an end-date during the course of 2017 should complete a PCR, and projects that ended in December 2017 should complete PCRs within the first quarter of 2018.

CORPORATE KNOWLEDGE LEARNING AND ACCOUNTABILITY

22. IEU has been deploying various communication services to facilitate evaluation-based knowledge sharing and learning and to enhance corporate accountability. The available communication services has been gradually growing and now include information sharing with donors and stakeholders on evaluation progress and findings, customized presentations to the SMC and staff members, publications of ITC's evaluations online, organizing and issuing ITC's Annual Evaluation Synthesis Report, delivering Evaluation Communication Notes, conducting in-house discussions on evaluation methodology, findings and recommendations, preparing an online learning on self-evaluation methods, and presenting ITC's evaluation products at various evaluation networks and external events.
23. Based on lessons learned in the past years, in 2018, IEU will enhance certain communication services, e.g Evaluation Communication Notes, AESR, online learning on self-evaluation, and explore new communication products, such as timely posting through social media and professional networks (LinkedIn, Tweeter).

Notes and discussions

24. For each independent evaluation, the IEU organizes entry and exit discussions with project / programme management and other stakeholders to enhance the utility of evaluation. It also drafts at the end of the evaluation process, evaluation notes to summarize lessons learned. Evaluation notes are diffused to all ITC staff and other stakeholders.

Annual Evaluation Synthesis Report

25. As in previous years, IEU will synthesize the critical learning and accountability points generated in ITC's evaluations, and funder-led evaluations, and promote learning within ITC and among key stakeholders. The Annual Evaluation Synthesis Report (AESR) also includes recommendations to ITC management. The AESR will be presented to SMC and the JAG, and will be disseminated among stakeholders.
26. In the 2018 AESR, the IEU will also report on the implementation of the 2017 AESR recommendations (see Annex 3). The first step in the process will be a plan agreed by Senior Management for the follow up on these recommendations which will include the assignment of the recommendations and a clear schedule for the process.

Planning and Performance Coordinators Meetings

27. The IEU will continue to participate in, and contribute to the SPPG Planning and Performance Coordinators (PPC) meetings held with Divisional Coordinators on a weekly basis. Participation in these meetings allows the IEU to communicate to the division on issues related to evaluation on a continuous basis.

Follow-up to Evaluation Recommendations

28. As set out in the ITC Evaluation Policy, and in line with UNEG Norm 14 and Standard 1.47, the IEU follows-up on the implementation of evaluation recommendations, and has developed a system for tracking and reporting on their implementation. The process of developing management responses to the evaluation recommendations and related action plans is considered by the IEU as a consensus-building and learning process. During 2018, the IEU will continue to review the implementation status of recommendations on a six-month basis, and the IEU will report on the implementation status of the evaluation recommendations through the AESR.

⁷ United Nations Evaluation Group (UNEG) (2016). Norms and Standards for Evaluation, New York. Available at: <http://www.unevaluation.org/document/detail/1914>

ADVISORY SERVICES

29. As a key pillar of the IEU's services, evaluation advisory services is gradually gaining appreciation among delivery managers; in the past 2 years, IEU has been facing increased demands of independent evaluation and self-evaluation services. Meanwhile, the rolling out of project completion report practice from 2017 created another momentum for delivery managers to integrate evaluation methods in project planning, monitoring and reporting. IEU advisory services involves technical support to project teams on project evaluation, monitoring and reporting, regular discussions with ITC's project design task force on evaluation findings, and coordination with donors and stakeholders on evaluation planning and knowledge sharing.

Capacity Building and Training

30. On the basis of the Evaluation Guidelines, the IEU has developed an e-training course that will support project managers on how to plan and implement projects for evaluation and in particular on how to conduct self-evaluations and PCRs. This training will be operational in 2018 and will be deployed to staff members responsible for project and programme planning, implementation and follow up activities, and those involved in evaluation.

Support to Evaluation Planning

31. During 2018, the IEU will work closely with ITS to improve the Evaluation tab in the NPP. This is intended to bring the project evaluation plans more in line with the Evaluation Guidelines.

Support for quality of project design and inception

32. Building on the Evaluation Guidelines criteria and tools for developing good quality Monitoring and Evaluation (M&E) plans, the IEU will support the Project Design Taskforce (PDTF) in the development of sound and robust M&E plans for new projects, and project managers during the project inception phase. It will also convey lessons learned from past evaluation to the PDTF.

Support to, and coordination with, funder-led evaluations

33. In 2018, the IEU will coordinate the implementation of the evaluation work programme with the funders that conduct evaluations of the interventions undertaken by the ITC. These consultations will take place bilaterally and within the CCITF. Identified funders include the European Commission, EIF Secretariat, ILO, OneUN (link with 2018 corporate evaluation), SECO, Islamic Trade Finance Corporation (ITFC), Islamic Development Bank (IDB), and African Guarantee Fund (AGF). The IEU will also continue to offer support to managers during the evaluation process.

PARTNERSHIPS

United Nations Evaluation Group (UNEG)

34. The IEU will liaise and cooperate with UNEG and other evaluation partners on UN system-wide evaluation development and coordination. It will also maintain cooperation with other evaluation functions in particular with the UNCTAD and the WTO evaluation functions.

35. In 2017-2018, UNEG is undertaking the Midterm Review (MTR) of the UNEG Strategy 2014-2019. AnMTR Management Group (MG) was formed to guide the consultants in their work, and oversee the MTR process. In his capacity of Independent Chair of the MG, the Head of the IEU is responsible for ensuring the finalization and proper implementation of the MTR ToR and convenes the MG. In this context, the IEU will organize a workshop for the presentation of the MTR results gathering the UNEG Heads in ITC premises on 6 April 2018.

Joint Inspection Unit (JIU)

36. As the ITC focal point for JIU, the IEU is the liaison for reviews and evaluations related to ITC. In this context, the Unit manages the internal activities related to the review and evaluation processes in ITC, including the decision-making system for accepting or refusing JIU recommendations and the reporting on the implementation of recommendations accepted by ITC.

Evaluation partners in developing countries

37. In line with the UN General Assembly resolution (A/RES/69/237)⁸, the IEU will take advantage of all opportunities to initiate and support evaluation-based capacity-building, partnership building, and visibility activities at the country level. It can support ITC projects in this regard.

CONTRIBUTION TO CORPORATE REPORTING

UN-SWAP

38. The IEU contributes to ITC's annual reporting to enhance and accelerate gender mainstreaming within the UN system, including the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). In this regard, the IEU reports on UN-SWAP indicator 5, by conducting a meta-evaluation and completing the UN-SWAP Evaluation Scorecard to analyse the evaluations completed during the year.⁹ In 2017, the results of the analysis found that the evaluations managed by the IEU demonstrated effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective; the evaluation findings, conclusions, and recommendations reflected a gender analysis within the evaluation process. In 2018, the IEU will continue to contribute to the reporting on UN-SWAP indicators.

IMDIS

39. In early 2018, the Unit will report on evaluation activities in the biennial corporate reporting uploaded into the Integrated Monitoring and Documentation Information System (IMDIS). This reporting includes a review of the internal and external evaluations that have taken place during the 2016/2017 biennium.

JIU

40. The IEU follows-up on past JIU recommendations issued to ITC using an internal system for tracking progress in order to collect data to populate the JIU's web-based tracking system.

Recommendations Monitoring

41. The IEU also maintains the monitoring report of the implementation of recommendations issued to ITC through the Independent Evaluation of the ITC (2014), and the OIOS Programme Evaluation of ITC (2015). It also reports on the implementation of the recommendations made in the previous year AESR. The updated report is presented annually at the JAG.

⁸ United Nations (2015). *Resolution adopted by the General Assembly on 19 December 2014, Building capacity for the evaluation of development activities at the country level (A/RES/69/237)*.

⁹ Note: The meta-analysis and evaluation scorecard are completed in line with the UNEG guidance document, *Revised UN SWAP Evaluation Performance Indicator Technical Note*, dated August 2014. Available at: <http://www.unevaluation.org/document/detail/1452>

2018 EVALUATION BUDGET

42. ITC management supports the JIU recommendation of developing a comprehensive budget framework and resource allocation plan for the ITC evaluation function¹⁰. The 2018 evaluation budget includes the resources allocated to the three-tier coverage, which includes independent evaluation, self-evaluation, and PCR. Efforts are also focused on evaluation-based capacity-building and coaching and on knowledge management activities.¹¹

Evaluation budget 2018		
	IEU resources	Project resources
Corporate level strategic evaluations:		
· Performance of ITC in UN DaO System evaluation	65,000	
· Country level evaluation	60,000	
Evaluations of corporate programmes / large projects		
· CTAP evaluation	5,180	
· NTM programme evaluation	0	
· PETS Nepal evaluation	10,000	
· NTF III Prime evaluation		32,979
· Programme evaluation TBD	40,000	
Independent reviews or verifications		
· Review PNG project	15,250	
· Review 2	20,000	
Support to self-evaluations		
· Final Evaluation: Morocco: EDEC – mandatory self-evaluation		
· The Global Platform for Action on sourcing from women vendors		0
· Midterm Evaluation - Libya: Trade Academy		
· Midterm Evaluation – Sri Lanka: Trade-related assistance		50,000
· Midterm Evaluation - Ukraine: Linking F&V industry to VCs		25,000
Communications		
· PCR support and quality checking		
· Annual Evaluation Synthesis Report	10,000	
· Support to evaluation planning in the NPP	11,600	
· Improvements in the evaluation website		
Partnerships		
· MTR of the UNEG Strategy 2014-2019	4,000	
Total	241,030	

¹⁰ Source: Joint Inspection Unit (JIU) (2014). *Analysis of the Evaluation Function in the United Nations System*, Geneva. Available at: <https://www.unjiu.org/en/reports-notes/Pages/reports.aspx>

¹¹ The budget does not include resources related to IEU staff members (RB: one P4 and one P3; PSC: one P2). In addition, to staff resources, the IEU receives a biennium RB allocation of 400K.

ANNEXES

1. Risk assessment approach to determine areas of concern for corporate evaluations

Key performance areas as per Strategic Plan	Identified as areas of concern for ITC in recent evaluations				
	Independent Evaluation of ITC ¹²	OIOS Evaluation of ITC ¹³	ITC Project and Programme Evaluations ¹⁴	ITC risk universe ¹⁵	Overall frequency
Sustainability and exit strategy	✓	✓	✓	✓	4
Project Cycle Management	✓	✓	✓		3
e-Learning					
Financial Management		✓		✓	2
Streamlined Administration					
Innovation and Replication	✓		✓	✓	3
Performance Management	✓		✓	✓	3
Client / partner Relationship and Networks	✓	✓	✓	✓	4
Strategic Partnerships	✓		✓	✓	3
Visibility and Accessibility	✓		✓		2

2. Main direct IEU deliverables in 2017

Main direct IEU deliverables in 2017	Status
Final Evaluation of Promoting Intra-Regional Trade in Eastern Africa	Finalized
Final Evaluation of Horticulture Productivity and Trade Development in Lesotho	Finalized
Evaluation of Trade for Sustainable Development (T4SD)	Finalized
Independent Review of Results – Fiji: Improvement of key services to agriculture; and Fiji: Improvement of key services to livestock and livestock products	Finalized
Direct Support to the Midterm Self-Evaluation of Export Development for Employment Creation (EDEC)	Finalized
2017 Annual Evaluation Synthesis Report	Finalized
Non-Tariff Measures Programme - Final Evaluation	On-going
The Netherlands Trust Fund Programme - Phase III (NTF III) - PRIME	On-going
Evaluation of the Certified Trade Advisers Programme (CTAP)	On-going
Corporate Evaluation of the Participation and Performance of the International Trade Centre in the United Nations Delivering as One System	On-going
Final Evaluation of Nepal: Pashmina Enhancement and Trade Support (PETS) Project	On-going
Evaluation Guidelines	On-going
Evaluation e-learning training	On-going
Coordination of JIU reports	On-going

¹² Saana Consulting (2014). *Independent Evaluation of the International Trade Centre (ITC)*. London. Available from <http://www.intracen.org/itc/about/how-itc-works/independent-evaluation-of-itc/>

¹³ United Nations (2015). *Evaluation of the International Trade Centre Report of the Office of Internal Oversight Services*. New York. Available from <https://oios.un.org/page?slug=evaluation-report>

¹⁴ Project and programme evaluations carry-out and/or managed by the ITC Evaluation Unit are available from <http://www.intracen.org/itc/about/how-itc-works/evaluation/>

¹⁵ As recommended in an OIOS Internal Audit (Office of Internal Oversight Services [2015]. *Advisory engagement to assist the International Trade Centre in its efforts to develop a risk management framework*. New York. Available from <https://oios.un.org/page?slug=report>) ITC has designed a risk universe, to be approved by SMC in January 2016.

3. 2017 Annual Evaluation Synthesis Report Recommendations

Recommendation I:	To systematically verify and improve the quality of each project's theory of change
Recommendation II:	To ensure the integration of systematic project monitoring and reporting as one of the major tasks in project management
Recommendation III:	To more consistently tailor ITC's SME competitiveness and marketing services to SME needs and capacity
Recommendation IV:	To position a phased and realistic TISI capacity building plan in a three-year project implementation cycle.

Recommendations specific to agricultural value chain development projects and programmes:

Recommendation V:	To build partnerships with leading national or local institutions in supporting collective marketing of farmers.
Recommendation VI:	To enhance gender-sensitive strategies for ensuring gender equity within the AVCs
Recommendations VII:	To continue with a focus on engaging the private sector in improving MSMEs' access to international AVCs
Recommendation VII:	To include public and commercial financial services providers as partners in AVCs.

4. Detailed PCR data

Completed PCRs 2016

No.	Title	Managing Officer	Managing Section	Indicative Budget
A873	Uganda: Enhancing the export competitiveness of the coffee industry (NTF III)	KNAPPE, Mr. Matthias	DEI/SIVC	299,786
A331	East African Community: Trade regional integration	TURREL, Mr. Sebastien	DCP/OA	552,000
B260	Tajikistan: National food safety strategy	GHIZZONI, Ms. Ludovica	DMD/TFPB	40,600
B027	Ethical fashion initiative: Private label	CIPRIANI, Mr. Simone	DCP/PCTP	300,000
A872	Kenya: Promoting intra-regional trade in East Africa	PHOOLCHUND, Mr. Ruben	DCP/OA	1,590,086
A767	East African Community: Trade facilitation for women informal cross-border traders and MSMEs (phase II)	GUICOVSKY LIZARRAGA, Mr. Ezequiel Mariano	DMD/TFPB	1,670,000
B269	Zambia: Provision of technical assistance under the regional integration capacity building project	GRANFAR, Mr. Ramin	DCP/OA	193,358
A868	Zambia: Promoting intra-regional trade in East Africa	PHOOLCHUND, Mr. Ruben	DCP/OA	1,632,008
B359	Madagascar: Renforcement de la normalisation et de la qualité	RAMFUL, Mr. Khemraj	DMD/TFPB	103,800
A870	Tanzania: Promoting intra-regional trade in East Africa	PHOOLCHUND, Mr. Ruben	DCP/OA	2,280,467
A372	Expanding developing country and LDC services exports through China International Fair for Trade in Services	ZHAO, Mr. Quan	DMD/CEES	200,000
A945	Trade and Environment Programme	KASTERINE, Mr. Alexander	DEI/SIVC	3,500,000
B009	Global Public Goods: Market Access Map	ROBIN, Ms. Elodie	DMD/TMI	4,235,190
A865	Tanzania: Integration of horticulture value chains into the tourism industry	MAPURANGA, Mr. Silencer	DCP/OA	1,228,126
A771	Ethiopia and Mongolia: Supporting women business enterprises in the textile and garments sector (Women and Trade Phase II)	FALLON, Ms. Amy	DEI/SIVC	999,338
A898	Zambia: Empowering women in the cotton sector (Women and Trade Phase II)	KNAPPE, Mr. Matthias	DEI/SIVC	750,000

A933	Africa: Improving economic benefits for women in the coffee sector (Women and Trade Phase II)	WATSON, Mr. Nicholas	DEI/SEC	1,865,358
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Completed PCRs 2017

No.	Title	Managing Officer	Managing Section	Indicative Budget
B284	Myanmar: National export strategy implementation management support	ROBERGE, Mr. Charles	DMD/CEES	261,269
A853	Lao PDR: Enhancing sustainable tourism, clean production and export capacity	FRAUENRATH, Ms. Marie-Claude	DCP/OAP	181,500
A513	Partnership for Investment-led Growth in Africa (Scoping and design phase)	COCHIN, Ms. Sylvie	DCP/OAP	1,229,939
A399	Africa: Regional cotton sector strategies	BUCHOT, Mr. Eric	DMD/CEES	1,413,244
A861	Tchad: Projet de renforcement des capacités commerciales de la filière gomme arabique Tchadienne	DIALLO, Ms. Aissatou	DCP/OA	350,000
A852	Myanmar: Inclusive tourism - focusing on Kayah State (NTF III)	FRAUENRATH, Ms. Marie-Claude	DCP/OAP	1,901,108
A869	Kenya: Enhancing the export competitiveness of the avocado industry (NTF III)	KNAPPE, Mr. Matthias	DEI/SIVC	1,000,000
A973	Bangladesh: IT & ITES Export Competitiveness (NTF III)	LABBE, Mr. Martin	DEI/TISI	1,901,546
A924	Uganda: Enhancing export competitiveness of the IT and ITES industry (NTF III)	KNAPPE, Mr. Matthias	DEI/SIVC	1,025,283
B166	Barbados: enhancing the food safety and quality infrastructure in the condiments sub-sector	URRUTIGOITY, Mr. Matias	DCP/OLAC	136,109
A923	Kenya: Enhancing export competitiveness of the IT and ITES industry (NTF III)	KNAPPE, Mr. Matthias	DEI/SIVC	1,260,000
B108	St. Vincent and the Grenadines: Market, technology and food safety compliance assessment for the arrowroot industry	URRUTIGOITY, Mr. Matias	DCP/OLAC	110,380

PCRs to be completed for 2017

B370	Zimbabwe: Regional integration capacity building project for cotton-to-clothing sector	MAPURANGA, Mr. Silencer	DCP/OA	363,291
A674	Palestine: Creating a one-stop-shop for sustainable business	BESEISO, Ms. Eman	DCP/OAS	346,700
B328	Ukraine: Strategic trade development roadmap	KUREK, Mr. Darius	DMD/CEES	91,530
A920	Africa: Trade promotion and value addition for African cotton	KNAPPE, Mr. Matthias	DEI/SEC	2,300,000
A928	Fiji: Improvement of key services to livestock and livestock products	SAYERS, Mr. Ian	DEI/SEC	4,480,000
B056	Fiji: Improvement of key services to agriculture	SAYERS, Mr. Ian	DEI/SEC	2,912,000
A859	Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network	ROBIN, Ms. Elodie	DMD/TMI	2,081,312

A860	Benin: Strengthening production and trade capacities	DIALLO, Ms. Aissatou	DCP/OA	641,774
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PCRs to be complete in Q1 2018

B342	East Africa: Empowering women in trade (Women and Trade Programme Phase 2)	MUSA, Mr. Taurai Kevin	DCP/OA	500,000
A676	Arab States: Development of SME exports through virtual market places	CHAKER, Mr. Mehdi	DCP/OAS	2,825,060
B345	Togo: Renforcement des capacités productives et commerciales de la filière soja	LEITE, Ms. Fernanda	DCP/OA	168,143
A554	Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises	COUTY, Mr. Frédéric	DEI/SEC	128,370
A996	Senegal: Improving the competitiveness of the mango industry	DIALLO, Ms. Aissatou	DCP/OA	856,000
B013	Guinea: Development of the mango sector	DIALLO, Ms. Aissatou	DCP/OA	318,935
A467	Tajikistan: WTO accession negotiations - Policy advice and capacity building (Component One)	ZARGARYAN, Mr. Armen	DCP/OEECA	1,150,000
A293	Zimbabwe: Strengthening the national sanitary and phytosanitary institutional framework	RAMFUL, Mr. Khemraj	DMD/TFPB	1,050,000
A668	Tunisia: Strengthening the competitiveness of the textile and garments value chain	AZUZ, Mr. Abdeslam	DCP/OAS	1,800,000
B177	The Bahamas: Setting-up the Bahamas Trade Information Services (BTIS)	LOPEZ MAIDANA, Mr. Martin	DMD/TMI	188,852
A666	Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities	ZARGARYAN, Mr. Armen	DCP/OEECA	2,140,000

5. Summary: 2018 continued activities and proposed options, and 2019 tentative options¹⁶

2018	Reason	2019	Reason
Corporate-level evaluations:			
Participation and Performance of ITC in the DaO System	SMC choice	Evaluation of the implementation of ITC gender mainstreaming and gender equality policy	UNSWAP adherence
ITC Performance at the Country Level (two countries including Kenya or Uganda, and Cambodia and Nepal) If Kenya, the Ethical fashion Kenya (ex-post impact evaluation to be included)	SMC request		
Programmes and large projects evaluations:			
NTM programme (phases 1 and 2)	Cont.	TISI Strengthening Programme	Section Request
Certified Trade Advisers Programme (CTAP)	Cont.	<i>Final Evaluation: Rwanda: Enabling the future of e-commerce</i> ¹⁷	TBC >2 m, Funder
Nepal final evaluation	Funder	<i>Midterm Evaluation: Afghanistan: Ethical Lifestyle</i>	TBC, >2 m, Funder
NTF III PRIME	Funder	<i>Midterm Evaluation: Myanmar: Inclusive tourism</i>	TBC >2 m, Funder
Trade Facilitation Programme	SMC Choice		
Independent Reviews:			
Papua New Guinea – Pacific Economic Empowerment of women (Women and Trade Phase II)	SMC		
Review of the M&E systems in the portfolio of new large EU projects	SMC Choice		
Self-evaluations:			
Final Evaluation: Morocco: Export development for employment creation (EDEC) (A749)	>2 m mandatory, Funder	Final Evaluation Libya: Trade Academy	<2 m, Funder
Final Evaluation: The Global Platform for Action on sourcing from women vendors (A772)	>2 m mandatory, Funder	Final Evaluation – Overcoming Trade Obstacles Related to NTM in the Arab Countries	<2 m, Funder
Midterm Evaluation Libya: Trade Academy	<2 m, Funder	Final Evaluation – St. Lucia: Strengthening the Intuition Infrastructure for Export Promotion	<2 m, Funder
Midterm Evaluation – Ukraine: Linking SMEs	>2 m, Funder	Final Evaluation – Export Potential Map	<2 m, Funder
Midterm Evaluation – Sri Lanka TRTA	>2 m Funder		
Evaluation training:			
Launch of training	Mandate	Continuation of training	Mandate

¹⁶ Does not include key recurrent deliverables related to Evaluation such as advisory services, knowledge management, or liaising and partnering with external bodies.

¹⁷ All tentative 2019 independent evaluations, if not selected as independent evaluation will become self-evaluations.