



February 2019

2019-2020 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
INTERNATIONAL TRADE CENTRE
Geneva, Switzerland

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CONTEXT

1. In conformity with the ITC 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 is submitted to the Senior Management Committee (SMC) for endorsement.
2. The IEU works according to its theory of change (Annex 1). Its main goal at organizational-wide level, is to strengthen an evaluation culture in the ITC so that evaluation evidence is systematically used for learning and accountability. In terms of stakeholders, the use of evaluation aims at a strengthened cooperation and decision-making with ITC partners and Funders' sustained or increased trust in, and support to ITC. At the organization-wide level, IEU contributes to the improvement of the design, implementation and results of ITC's projects and programmes, and to the enhancement of senior management's knowledge and information basis for organizational decision-making and management.
3. The 2019 Evaluation Work Programme builds on the IEU deliverables achieved in 2018 (see summary in Annex 2) and links resource requirements to expected achievements and deliverables. It is structured according to IEU activities identified in the theory of change: Generating evidence-based knowledge through evaluation products; Supporting ITC staff in conducting/engaging in evaluation through the provision of technical support and quality assurance; and, Contributing to the diffusion and consolidation of an evaluative culture within ITC and beyond.
4. With reference to the 2018-2019 biennium, it was foreseen that the IEU would undertake one to two new corporate-level evaluations, three new evaluations of programmes or large projects, three to four independent reviews and verifications on specific projects, and provide support to self-evaluations. During 2018, one corporate-level evaluation was ongoing (Delivering as One), one programme evaluation was completed (CTAP), and one was started (Trade Facilitation). In addition, one review was completed (PNG) and another one was started (Performance Monitoring). During 2019, the IEU will complete these evaluations and the review. In addition, it will launch and finalize two new programme or large project evaluations (YEP, and TISI strengthening) and a new review (country coordination) in two countries.
5. In terms of advisory services, it is foreseen the Unit will support four new mid-term self-evaluations (SheTrades, Lybia-trade academy, NTF IV and Myanmar trade & investment), one new final self-evaluation (Overcoming NTM in Arab countries) and 21 funder-led evaluations.

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](http://www.intracen.org/uploadedFiles/intracenorg/Content/About%20ITC/How%20ITC%20Works/Evaluation/ITC-Evaluation-Policy-2015-Final.pdf)

6. 2019 will also have a strong emphasis on initiatives aimed at mainstreaming evaluation in particular with the objective ITC staff intensifies its engagement in evaluation activities and its use of evaluation.

INDEPENDENT EVALUATIONS

7. According to the ITC Evaluation Policy, independent strategic evaluations carried out by the IEU cover corporate-level evaluation, and evaluations of programmes or large projects. The selection of the 2019 theme for independent evaluations builds on the risk analysis that SPPG carried out in 2018 to identify the top risks whose occurrence could impact the ability of the organization to achieve its mission and strategic goals. In addition, the ITC Evaluation Policy indicates that all projects with a budget exceeding USD 2 million, are subject to evaluation.

2019

8. In alignment with the prospective plan presented in 2018, the IEU will complete or launch the following evaluations in 2019:

Corporate-Level Evaluations Proposed for 2019	Expected completion	Evaluation Type
Evaluation of the Participation and Performance of the ITC in the UN Delivering as One System	Q1 (cont'd)	Corporate
Performance Monitoring Systems in the Portfolio of New Large Projects	Q2 (cont'd)	Review
Trade Facilitation Programme	Q3 (cont'd)	Programme
Midterm Evaluation of Youth Empowerment Project (YEP) in The Gambia	Q3 (new)	Large project
The evaluation of the TISI Strengthening Function, including AIM	Q4 (new)	Programme
Coordination of ITC activities at the country level ²	Q4 (new)	Review

9. Through ad hoc requests from Senior Management Committee (SMC) the IEU provides independent reviews and verifications on specific projects, processes or systems. In 2019, the IEU

² As per the suggestion of Senior Management the review could take place in one country in Asia (Cambodia or Nepal) and one country in Africa (Kenya or Uganda). This review at country level will factor the most critical strategic risk identified of the above-mentioned risk analysis, which is that the ineffective or overlapping activities and ineffective project/programme delivery could jeopardize ITC's ability to effectively make trade development support more accessible and impactful and could adversely impact on ITC's fulfilment of its mandate.

will complete a review which has been already launched (Independent Review of the Performance Monitoring Systems in the Portfolio of New Large Projects).

2020 (prospective)

10. It is *tentatively* proposed that in 2020, the IEU will conduct one corporate-level evaluation within the non-exhaustive list of evaluations below:

Corporate-Level Evaluations Proposed for 2020	Programme Manager	Evaluation Type	> 2 m	< 2 m
Evaluation of the She Trades programme	Erogbogbo	Programme	✓	
Evaluation of the Export Strategy programme	Said	Programme	✓	

11. The IEU will directly evaluate about two of those in the list below, with an indicative preference for the first two listed below³, and the other evaluations will be self-evaluations⁴:

Prospective evaluations in 2020	Project Manager	Section	> 2 m	< 2 m
Evaluation of Linking SMEs in the fruit and vegetables industry to global and domestic value chains, Ukraine (A303)	Zargaryan	OEECA/DCP	✓	
Evaluation of Enabling the future of e-commerce, Rwanda (B330)	Ioannitis-McColl	SEC/DEI	✓	
Impact Evaluation of the Ethical Fashion Initiative – East Africa chapter, Kenya (INT/U1/165)	Cipriani	PCTP/DCP	✓	
Midterm Evaluation: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people, Afghanistan (B439)	Cipriani	PCTP/DCP	✓	
Evaluation of Global Trade Helpdesk (B572)	Loridan	TMI/DMD	✓	
Midterm Evaluation of Trade for Sustainable Development (T4SD) Hubs (B694)	Wozniak	SIVC/SEI	✓	

³ As per work programme presentation to SMC on 7 March 2019 and subsequent discussion and decisions.

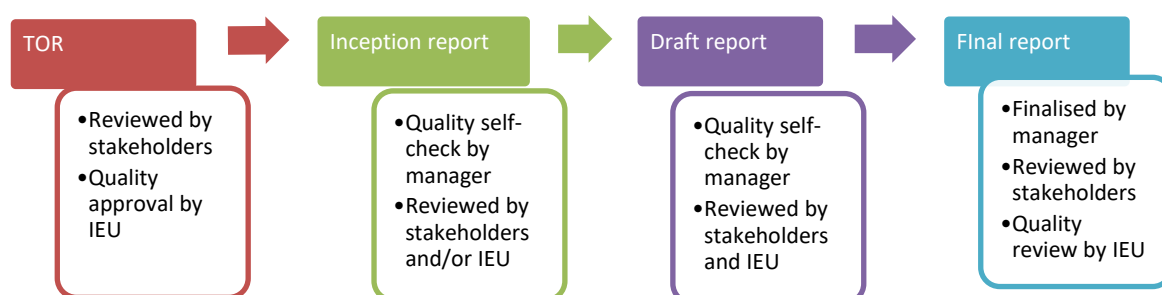
⁴ It is worth noting that as the number of ITC projects with a budget of over USD 2m is increasing in 2020, more projects will be subject to a mandatory evaluation. In terms of mid-term evaluations in the list, they are requested in the project document.

TECHNICAL SUPPORT AND QUALITY ASSURANCE

2019

12. **Self-evaluations** – As defined by the OECD, a self-evaluation is an evaluation carried out by those who are entrusted with the design and delivery of a development intervention'.⁵ Among the advisory services provided by the IEU, support is provided to Project Managers to pursue a self-evaluation. Advisory services related to the quality assurance of a self-evaluation process generally follow the stages set out in figure 1 below. See *Annex 3* for full details about IEU technical support and quality assurance services to self-evaluations.

Figure 1: Self-Evaluation quality assurance process:



13. In 2019, the IEU will continue to work closely with the Project Managers to support the self-evaluation process from support to the writing of the TOR to the quality review of the final report. The self-evaluation foreseen in 2019 are the following:

Self-Evaluations undertaken in 2019	Project Manager	Section	> 2 m	< 2 m
Midterm Evaluation of the SheTrades Commonwealth Programme (B578) (To be confirmed)	Balfe	SIVC/DEI	✓	
Midterm Evaluation - Libya: Trade Academy (B409)	Dard	TFPB/DMD		✓

⁵ In this light, it is best if the Project Manager (PM) of the project or programme also manages the self-evaluation, with support from the IEU. A self-evaluation can be performed by the PM, or a consultant can be hired to carry out the data collection and drafting of the evaluation. In either case, the content of the evaluation, including any recommendations are up to the discretion of the Project Manager. For W2 projects, these arrangements are to be approved by the funder in advance, and this information is conveyed to the IEU.

Self-Evaluations undertaken in 2019	Project Manager	Section	> 2 m	< 2 m
Midterm Evaluation - NTF IV Programme ⁶	Labbe	DEC/DEI	✓	
Final Evaluation: Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries (A538)	Hermelink	TMI/DMD		✓

14. **Funder-led evaluations** – as set out in the ITC Evaluation Guidelines, a funder-led evaluation is an evaluation commissioned, managed and/or conducted by the project funder. In case of funder-led evaluations, PMs should ensure the IEU has been informed that the evaluation will take place and when. This allows the IEU to make contact with the funder to ensure harmonization of evaluation approach and methods. 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 (AESR). See *Annex 4* for full details about IEU technical support and quality assurance services to funder-led evaluations.

Funder-led Evaluations launched in 2018 to be finalized in 2019	Funder	Project Manager	Section	> 2 m	< 2 m
Final Evaluation: Arab States: Aid for Trade initiative (A895)	ITFC	Chaker	OAS/DCP		✓
Final Evaluation: Arab States: Development of SME exports through virtual market places (A676)	IDB	Chaker	OAS/DCP	✓	
Final Evaluation: Guinea: Development of the mango sector (B013)	EIF	Diallo	OA/DCP		✓
Midterm Evaluation Afghanistan: Trade-related assistance (A764)	EU	Roure	TFPB/DMD	✓	

⁶ This self-evaluation includes several sub-projects → 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) – SEC/DEI

Funder-led Evaluations launched in 2018 to be finalized in 2019	Funder	Project Manager	Section	> 2 m	< 2 m
Final Evaluation: Haiti: Ethical Fashion Initiative (A922)	USAID	Mukai	PCTP/DCP		✓

15. Based on information reported in the Projects Portal, and through communication with the project managers, the funder-led evaluations that are scheduled to be launched in 2019 include:

Prospective funder-led evaluations to be launched in 2019	Funder	Project Manager	Section	> 2 m	< 2 m
Support to Facilitation of Trade between CEFTA Parties (B444)	GIZ	Roure	TFPB/DMD		✓
Ex Post Evaluation: Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts (A325)	EU (to be confirmed)	Urrutigoity	OLAC/DCP	✓	
Final Evaluation: Lesotho: National Trade Policy formulation Programme (B808)	EIF	Azatyán	OA/DCP		✓
Final Evaluation Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)	SECO	Bonzemba	DCP/OA		✓
Midterm Evaluation: Global: Networking and knowledge management for the textile and clothing sector (GTES) (B451)	SECO	Knappe	SEC/DEI		✓
Midterm Evaluation: Nigeria Food Africa SDG-Fund (B449)	SDF-F One UN	Omoaghe	SEC/DEI		✓
Final Evaluation: Tanzania: Kigoma Joint Programme under UNDAF II (B727)	MDG-F One UN	Azatyán	OA/DCP		✓
Final Evaluation: Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)	STDF/WTO	Ghizzoni	TFPB/DMD		✓

Prospective funder-led evaluations to be launched in 2019	Funder	Project Manager	Section	> 2 m	< 2 m
Final Evaluation: Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports (A863)	UNDP	Granfar	OA/DCP		✓
Midterm Evaluation: Namibia: Supporting Trade Competitiveness for SMEs (A509)	GIZ	Turrel	OA/DCP		✓
Final Evaluation: Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B782)	NRC	Geoffroy	OD/DCP	✓	
Midterm Evaluation: State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	FAO (to be confirmed)	Beseiso	OAS/DCP		✓
Final Evaluation: Algeria - National trade strategy to support Algeria's economic diversification (AfTIAS) (B603)	AfTIAS	Chaker	OAS/DCP		✓
Final Evaluation: Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AfTIAS) (B607)	AfTIAS	Chaker	OAS/DCP		✓
Final Evaluation: Djibouti: Feasibility study to set up a handicrafts export village (AfTIAS) (B604)	AfTIAS	Chaker	OAS/DCP		✓

2020 (prospective)

16. **Self-evaluations** – the evaluations in paragraph 11, that will not be included as independent evaluation in the 2020 annual work plan will be self-evaluation conducted by the project manager.

In addition, the following self-evaluation are foreseen in 2020:

Prospective voluntary evaluations in 2020	Project Manager	Section	> 2 m	< 2 m
Evaluation of Strengthening the institutional infrastructure for export promotion, St. Lucia (A332)	Urrutigoity	OLAC/DCP		✓
Evaluation of Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border, Guatemala (B615)	Rodriguez Perez	OLAC/DCP		✓
Evaluation - Libya: Trade Academy - TFPB/DMD (B409)	Dard	TFPB/DMD		✓
Midterm Evaluation of Improving the international competitiveness of the textile and clothing sector (GTEX), Kyrgyzstan (B676)	Yerznkyan	OEECA/DCP		✓

17. Considering the substantial increase of self-evaluations foreseen for 2020, the IEU will in 2019, actively engage with project managers to ensure they have planned for appropriate self-evaluation plans and budget.

18. **Funder-led evaluations** – In 2020, the following projects indicate that they should be subject to a funder-led evaluation:

Prospective funder-led evaluations to be launched in 2020	Funder	Project Manager	Section	> 2 m	< 2 m
Evaluation Supporting Indian Trade and Investment for Africa (SITA) (A854)	DFID	Venuprasad	OAP/DCP	✓	
Evaluation: Promotion of Malian arabic gum in the US and European markets (B771)	EIF	Yonli	OA/DCP		✓
Evaluation: Afghanistan: Trade-related assistance (A764)	EU	Roure	TFPB/DMD	✓	

Prospective funder-led evaluations to be launched in 2020	Funder	Project Manager	Section	> 2 m	< 2 m
Midterm Evaluation: Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)	EU	Rodriguez Perez	OLAC/DCP		✓
Midterm Evaluation Egypt: Improving the international competitiveness of the textile and clothing sector (B673)	SECO	Knappe	DEC/DEI	✓	
Midterm Evaluation MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA Region (B696)	SECO	Knappe	DEC/DEI		✓
Midterm Evaluation - Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	SECO	Knappe	SEC/DEI		✓
Midterm Evaluation: Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	SECO	Ben-Ammar Rouaïssia	SEC/DEI	✓	
Midterm Evaluation: Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	SECO	Ioannitis-Mccoll	SEC/DEI	✓	
Midterm Evaluation Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	SECO	Frauenrath	OAP/DCP		✓
Trade for Sustainable Development (T4SD) (B036)	GIZ	Wozniak	SIVC/DEI	✓	

19. Here again, the increase in funder-led evaluations in 2020, will justify the IEU to intensify its efforts to support project management in addressing funder-led evaluation through awareness raising training and ad hoc coaching.

MAINSTREAMING EVALUATION

20. In 2019, the IEU will prioritize knowledge management initiatives to convey evaluative analysis to ITC decision-makers and will work for the consolidation of a more robust evaluative culture in ITC. Building on the 2018 Evaluation Guidelines, the IEU is in a position to support staff members and management to better understand the use of evaluation and make a difference in terms of improving delivery. Within the UN Reform context, the IEU will continue its efforts to contribute to the diffusion and use of evaluation at UN system-wide level.

Training staff and outreach

21. Introducing the Guidelines – The IEU will provide ITC staff with an introductory session explaining the main features of the ITC Evaluation Guidelines. The objective is to raise staff awareness on the existence of these guidelines as a reference document for matters related to evaluation.
22. Interactive training modules – In addition, the IEU developed a prototype training course on evaluation in 2018. The objective is to finalize and operationalize this initiative in 2019. With the support of the Innovation lab and the trade academy, it will comprise a series of interactive modules matching the different levels of interest in ITC: a generic module for all staff members (and other evaluation stakeholders) introducing the main concepts of evaluation and demystifying the use of evaluation and a set of more specialized and technical modules for project managers to support them in the process of conducting self-evaluation, funder-led evaluation and PCR. The main objective of this set of modules (clinic) is to support project managers on how to plan and take maximum benefit from evaluation.
23. Use of the NPP – In terms of IEU's support to project designers and managers throughout the project cycle, two new features were added by ITS to the projects portal, namely the "evaluation plan" and the "PCR" tabs. To improve staff engagement in evaluations, the IEU will provide information sessions to ITC staff on how to use the NPP to develop an evaluation plan and the subsequent PCR in projects.
24. Evaluation website – To enhance ITC evaluation function outreach, the IEU will revamp the architecture and the design of its website. This will aim at the improvement of user experience in content-website designs, access to social media content and services.
25. Helpdesk – The IEU will complement the training initiatives with a helpdesk services to support users in evaluation matters.

Distilling evaluation messages for decision-makers

26. 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.
27. In the 2019 AESR, the IEU will report on the implementation of the 2018 AESR recommendations (see Annex 5). 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.
28. In terms of knowledge management initiatives, the IEU follows-up on the implementation of evaluation recommendations, and has developed a system for tracking and reporting on their implementation, in line with UNEG Norms and Standards.⁷ 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 2019, the IEU will review the implementation status of recommendations and will report on the implementation status through the AESR.

Improving the use of Project Completion Reports

29. In the past three years, the practice of using Project Completion Reports (PCR) at the end of the project is increasingly enabling project managers to integrate evaluation methods in project planning, monitoring and reporting. Information on PCRs conducted in 2017, 2018 and prospective figures for 2019 are detailed in Annex 6. The ultimate objective of the use of the PCR is to foster a culture about what project management has been learning from the experience of carrying out the project. The PCR process involves the project managers, the Chiefs and Directors. It is understood as an open and non-threatening dialogue to make time to learn from achievements and mistakes and encourage knowledge transfer.
30. As in the previous years, the IEU will integrate the knowledge generated by project managers into the AESR. In addition, it is proposed that IEU presents for each Division, a Synthesis of the PCRs to generate a discussion on the evidence-based learnings related to them. To facilitate this initiative, the IEU will notify Divisions the upcoming PCRs for the period required. Once completed, the IEU will work with the Divisions to develop the presentation to SMC.

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

Supporting evaluation system-wide

31. At the global level, the IEU has been instrumental in managing the mid-term review of the UNEG strategy 2014-2019, which findings, conclusions and recommendations were discussed and endorsed during the 2018 UNEG Annual General Meeting. Within the context of evaluation initiatives to support the current UN Reform, the IEU will continue in 2019 to support UNEG in particular through direct participation in the work of the UNEG Executive Group.
32. At the local level, the IEU will take advantage of all opportunities to initiate and support evaluation-based capacity-building, partnership building, and visibility activities.

ACCOUNTABILITY

UN-SWAP

33. 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 4, by conducting a meta-evaluation and completing the UN-SWAP Evaluation Scorecard to analyse the evaluations completed during the year.⁸ In 2018, 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 2019, the IEU will continue to contribute to the reporting on UN-SWAP indicators.

Corporate Reporting

34. In early 2019, the Unit will report on evaluation activities in the biennial corporate reporting. This reporting includes a review of the internal and external evaluations that have taken place during the 2016/2017 biennium.

Joint Inspection Unit (JIU)

35. As the 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. 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

36. 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 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>

BUDGET

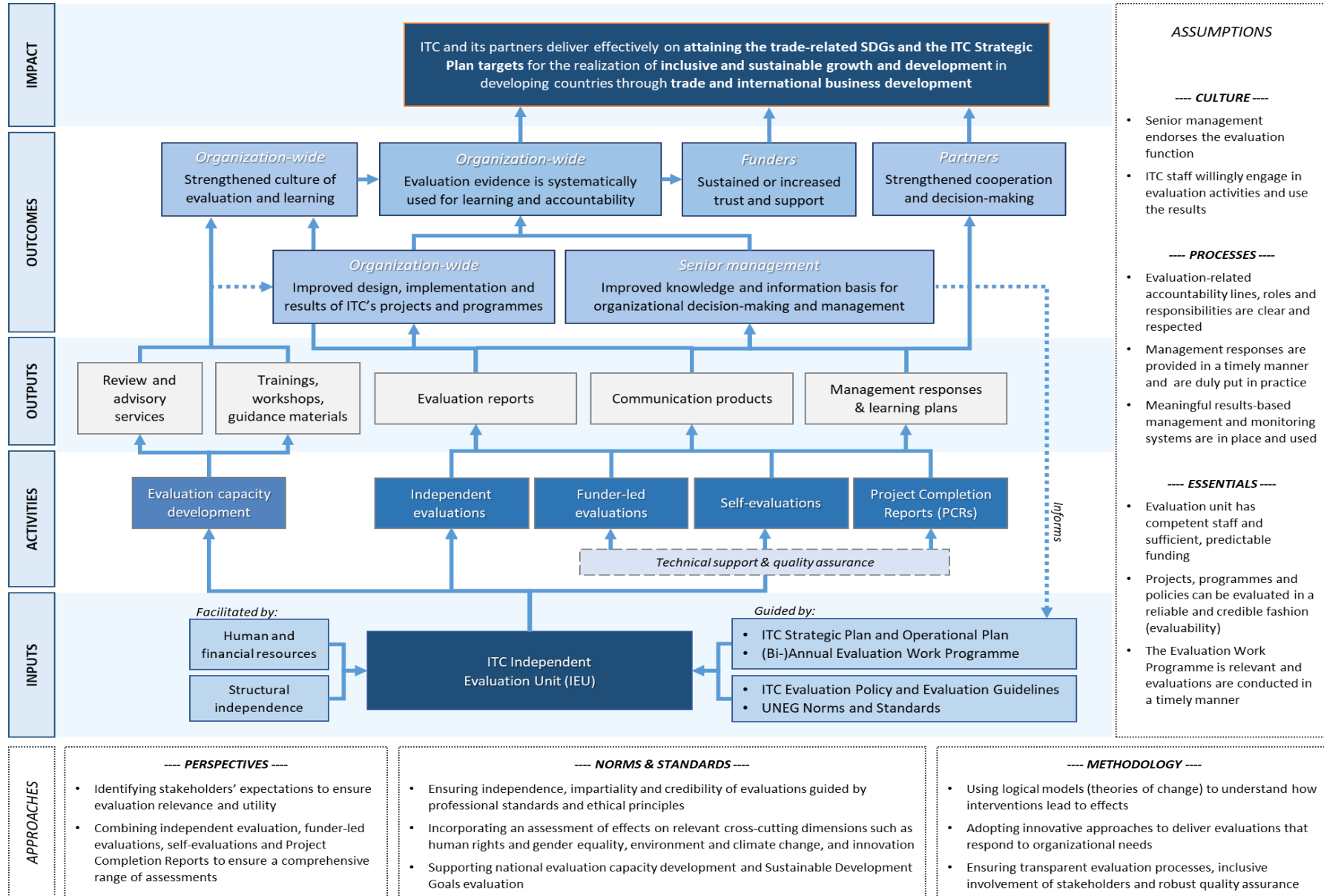
37. ITC management supports the JIU recommendation of developing a comprehensive budget framework and resource allocation plan for the ITC evaluation function⁹. In addition, to staff resources, the IEU receives a biennium RB allocation of 400K. The budget in the figure below does not include resources related to IEU staff members (RB: one P4 and one P3; PSC: one P2).

Evaluation budget 2019		
	IEU resources	Project resources
Independent evaluations:		
Performance of ITC in UN DaO System evaluation	5,000	
Evaluation of the Trade Facilitation Programme	40,000	
The Gambia Youth Empowerment Project (MTE)		50,000
Evaluation of the TISI Strengthening Programme	60,000	
Review of the large projects monitoring	30,000	
Review of the country coordination	40,000	
Outreach and communication		
Evaluation website	20,000	
Evaluation capacity development		
Evaluation training	20,000	
Annual evaluation synthesis report	20,000	0
Partnerships		
UNEG Annual Participation fee	5,000	
UNEG Working Group Participation	3,000	
Total	203,000	50,000

⁹ 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>

ANNEXES

1. IEU theory of change



2. 2018 main direct IEU deliverables

Main direct IEU deliverables in 2017	Status
Independent Review of Economic Empowerment of Women in the Pacific Region (Woman and Trade Phase II) – Papua New Guinea	Completed
2019 Annual Evaluation Synthesis Report	Completed
Non-Tariff Measures Programme - Final Evaluation	Completed
The Netherlands Trust Fund Programme - Phase III (NTF III) - PRIME	Completed
Evaluation of the Certified Trade Advisers Programme (CTAP)	Completed
Final Evaluation of Nepal: Pashmina Enhancement and Trade Support (PETS) Project	Completed
Corporate Evaluation of the Participation and Performance of the International Trade Centre in the United Nations Delivering as One System	On-going
Direct Support to the Midterm Self-Evaluation EU-Sri Lanka Trade Related Assistance – Increasing SMEs’ Trade Competitiveness in Regional and EU Markets	Awaiting funder approval
Direct Support to the Midterm Self-Evaluation Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains 2016-2019	Awaiting funder approval
Evaluation Guidelines	Completed
Evaluation e-learning training	On-going
Coordination of JIU reports	Continuous

3. Technical and quality assurance services to self-evaluations

SELF-EVALUATION FULLY PERFORMED BY THE PROJECT MANAGER		SELF-EVALUATION PERFORMED WITH THE USE OF AN INDEPENDENT CONSULTANT	
ROLE OF THE PM	ROLE OF THE IEU	ROLE OF THE PM	ROLE OF THE IEU
Write-up of the Self-Evaluation Terms of Reference (TOR) .	Provides advice ¹⁰ , reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.	Write-up of the Self-Evaluation Terms of Reference (TOR) .	Provides advice, reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.
		Write-up of the Consultant TOR .	Provides advice, reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.
		Issuance of an Expression of Interest (EOI) through the ITC website facilitated by HR	Liaises with HR to have the EOI published, with CVs being submitted to the IEU email address.
		Reviews of CVs, and selection criteria as proposed by IEU. PM makes a selection of the Consultant to be hired, and holds interviews.	Reviews the CVs and provides advice to the PM on the selection of the consultant. If requested, IEU attends the consultant interviews in order to assist the PM in selection.
		Finalizes consultant selection and initiates hiring processes	Requests HR to remove the publication of the EOI from the ITC website.
Write-up of the Draft Inception Report to be circulated to stakeholders (including Funder, Director, Chief, Implementing Partners, Technical Staff, etc.) advising on the data collection methods to be used for the self-evaluation workplan, evaluation matrix, etc.	Reviews drafts of the Inception Report and provides feedback and comments, ensuring the proposed data collection methods adhere to ITC Evaluation Guidelines and Policy as well as United Nations Evaluation Group (UNEG) evaluation norms and standards	Based on initial desk research the consultant writes-up the Draft Inception Report outlining the data collection methods to be used for the self-evaluation, as well as workplan, schedule for interviews, evaluation matrix, etc., and sends it to the PM for review.	Reviews drafts of the Inception Report and provides feedback and comments, ensuring the proposed data collection methods adhere to ITC Evaluation Guidelines and Policy as well as UNEG evaluation norms and standards.
		Project Manager sends the Draft Inception Report back to the Consultant to make initial revisions based on comments and feedback from the PM and the IEU. All correspondence is copied to IEU	
Should stakeholders request revisions to the Draft Inception Report, and if they are deemed pertinent, the PM incorporates revisions to the Inception Report. If	IEU can provide guidance on whether additional comments and feedback can be incorporated into the Draft Inception Report or	Consultant incorporates comments and feedback and provides a revised version of the Draft Inception Report to the PM for circulation to stakeholders, including IEU,	IEU can provide guidance on whether additional comments and feedback can be incorporated into the Draft

¹⁰ **Note:** All advice is customized to support the self-evaluation process, and project context, with a view to enhance a collaborative process.

SELF-EVALUATION FULLY PERFORMED BY THE PROJECT MANAGER		SELF-EVALUATION PERFORMED WITH THE USE OF AN INDEPENDENT CONSULTANT	
revisions are made to the Inception Report, it is recirculated to stakeholders for their information.	into the Draft Self-Evaluation Report.	advising on the methods to be used for the self-evaluation. Any additional feedback and comments from stakeholders can either be included in the Inception Report or in the Draft Self-Evaluation Report – this is up to the Project Manager’s discretion. Should revisions be made to the Inception Report, it is recirculated to the stakeholders.	Inception Report or into the Draft Self-Evaluation Report.
Based on the Inception Report and the agreed data collection method(s), the PM carries out the self-evaluation implementing the agreed/approved methodology. The PM will also analyse the data.	IEU can provide guidance during the data collection process and analysis of the data.	Based on the Inception Report and the agreed data collection method, the consultant carries out the self-evaluation implementing the agreed/approved methodology. In close consultation with the PM, the consultant analyses the data.	IEU can provide guidance on the data collection process and analysis of the data, should this be required.
The PM writes-up the Draft Self-Evaluation report and shares it with the IEU for comments and feedback.	Reviews Draft Self-Evaluation and provides feedback and comments, ensuring the proposed data collection methods adhere ITC Evaluation Guidelines and Policy as well as UNEG evaluation norms and standards	The Consultant writes up the Draft Self-Evaluation report and shares it with the PM for comments and feedback. The Project Manager shares the Draft Self-Evaluation with the IEU for comments and feedback.	Reviews the draft Self-Evaluation Report with a particular emphasis on the adherence to the evaluation TOR, the proposed methods, ITC Evaluation Guidelines and Policy, and UNEG evaluation norms and standards. The IEU provides feedback and comments to the PM on the draft evaluation report. This is done either with the use of a feedback form or in track changes – it is up to the PM the method to be used.
The PM circulates the Draft Self-Evaluation to all stakeholders requesting comments and feedback. The PM also circulates a feedback form for stakeholders to use during the feedback stage.	The IEU provides a feedback form to the PM and gives information on how the feedback form is used and eventually contributes to the Audit Trail.	PM sends the draft Self-Evaluation back to the Consultant to make initial revisions based on comments and feedback from the PM and the IEU. Correspondence is copied to IEU	
Stakeholder comments and feedback are addressed through revising the document, and/or answering any questions, and responding to requests for clarification through an Audit Trail . The Audit Trail is incorporated as an annex to the report. At the end of this phase the document is now considered as the Final Self-Evaluation .	IEU can provide further guidance on the method of completing the Audit Trail, if required. IEU reviews the final self-evaluation for quality purposes.	Consultant incorporates comments and feedback and provides a revised version of the Draft Self-Evaluation report to the PM. The PM sends the Draft Self-Evaluation report to all stakeholders requesting comments and feedback on the draft report. Comments and feedback can either be done with the use of a feedback form or with the use of track changes within the report – the choice up to the PM. All correspondence is copied to the IEU.	The IEU provides a feedback form to the PM and gives information on how the feedback form is used and eventually contributes to the Audit Trail. IEU can provide further guidance on the method of completing the Audit Trail, if required.

SELF-EVALUATION FULLY PERFORMED BY THE PROJECT MANAGER		SELF-EVALUATION PERFORMED WITH THE USE OF AN INDEPENDENT CONSULTANT	
		The PM collects all stakeholder comments and feedback within a specified period of time, and forwards this to the consultant for action.	IEU can provide advice on how to best present the comments and feedback to the consultant, if required.
		Stakeholder comments and feedback are addressed both through revising the document where required and answering any questions for clarification. This is also tracked through an Audit Trail , which is incorporated as an annex to the report.	The IEU can provide guidance on the method of completing the Audit Trail. IEU reviews the final self-evaluation for quality purposes.
Final Self-Evaluation report is circulated to all stakeholders. Correspondence is also copied to IEU. PM provides a presentation to stakeholders, should this be requested.	IEU can attend the presentation to stakeholders should it be required. Key learning messages are extracted from Self-Evaluations, and are consolidated and presented in the IEU Annual Evaluation Synthesis Report (AESR).	Consultant sends the completed Final Self-Evaluation report to the PM including all related annexes. The PM circulates the Final Self-Evaluation report to all stakeholders. PM provides a presentation to stakeholders, should this be requested.	IEU can attend the presentation to stakeholders, should it be required. Key learning messages are extracted from Self-Evaluations, and are consolidated and presented in the IEU Annual Evaluation Synthesis Report (AESR).
As good practice, if the self-evaluation contains recommendations the PM is strongly encouraged to write-up a Management Response , but it is not mandatory. In the case of W2 projects, this may be set out in the project document, if not, this step is strongly recommended for due diligence.	The IEU can provide a Management Response template and advice as to how it is to be populated, if this step is required.	Should the Self-Evaluation contain Recommendations, as good practice, the PM is strongly encouraged to write up a Management Response , however this is not mandatory. In the case of W2 projects, this may be set out in the project document, if not, this step is strongly recommended for due diligence.	The IEU can provide a Management Response template and advice as to how it is to be populated, if this step is required.
Should the evaluation contain recommendations the PM follows-up on their implementation .	The IEU can provide a template to track the implementation of recommendations and provide advice as to how it is to be populated. The IEU does not follow-up of the implementation of possible recommendations.	Should the evaluation contain recommendations the PM follows-up on their implementation .	The IEU can provide a template to track the implementation of recommendations and provide advice as to how it is to be populated. The IEU does not follow-up of the implementation of possible recommendations.

4. Technical and quality assurance services to funder-led evaluations

STAGE IN EVALUATION PROCESS	RESPONSIBILITY OF THE PROJECT MANAGER	SERVICE PROVIDED BY THE IEU
Notification	<p><i>It is regular practice for the funder to notify the PM when an evaluation is about to take place. If this has already been accounted for in the project document, the information should be uploaded into the Projects Portal.</i></p> <p>When the PM has been notified that an evaluation will take place or is about to start, the information is shared with the IEU.</p> <p>The PM should use this as an indicator to have all documentation organized.</p>	<p>The IEU assigns a person to the evaluation as a focal point for the PM.</p> <p>The IEU can advise on any processes or procedures as well as any additional documentation which may be asked of the project.</p>
Draft Terms of Reference	<p><i>It is regular practice for draft TORs to be shared with stakeholders to solicit comments and feedback.</i></p> <p>The PM shares the draft TOR with the IEU, allowing enough time for the IEU to review and provide feedback.</p>	<p>When the IEU receives the draft TOR, it will review and project comments and feedback ensuring there is no conflict of interest, and the best interest of the project and ITC are taken into account. The review will also be an opportunity to ensure the evaluation adheres to ITC Evaluation Guidelines and Policy as well as UNEG norms and standards.</p>
Terms of Reference	<p>When the final TOR is circulated, it is reviewed to ensure requested revisions have made, and/or justifications have been provided. Any other changes should also be noted.</p> <p>Any questions raised during the draft stage, should be answered by this time.</p>	<p>The final TOR is reviewed by the IEU to ensure any requested revisions have been incorporated. If there is information, or justifications lacking, the IEU will contact the funder for further substantiation.</p>
Draft Inception Report	<p><i>It is regular practice for a draft Inception Report to be circulated to solicit comments and feedback from stakeholders.</i></p> <p>The Inception Report outlines the methodological approach of the evaluation and usually contains information related to field visits and interview schedules. The draft Inception Report is reviewed in order to ensure the proposed locations and dates for missions and persons to be interviewed are congruent with project implementation and available. Any conflicts are highlighted and suggestions are offered, if needed.</p> <p>Documentation required for the evaluation is also usually listed in the Inception Report, if not already in the TOR. This is reviewed to ensure there is no misunderstanding during the data collection stage.</p>	<p>The IEU reviews the draft Inception Report and advises the PM if there are any inconsistencies with the TOR, the ITC Guidelines and Policy, and/or the UNEG norms and standards.</p>

<p>Final Inception Report</p>	<p><i>It is regular practice for a final Inception Report to be circulated with all stakeholders.</i></p> <p>When the final Inception Report is circulated, it is reviewed to ensure requested revisions have been made, and/or that justifications have been provided. Any other changes should also be noted.</p> <p>Any questions or points for clarification raised during the draft stage, should be answered by this time.</p>	<p>The final Inception Report is reviewed by the IEU to ensure any requested revisions have been incorporated. If there is information, or justifications lacking, the IEU will contact the funder for further substantiation.</p>
<p>Data Collection</p>	<p>During the data collection or data analysis phases the evaluator(s) are likely to contact the PM and the project staff either at HQ or in the field.</p>	<p>The IEU focal point for the evaluation can be available to attend meetings if the PM requests. The IEU can also provide guidance during this process. For example, if the PM has any questions related to the conduct of the evaluator(s), or the methods used in the evaluation the IEU can help to provide clarifications or will contact the funder.</p>
<p>Draft Evaluation Report</p>	<p><i>It is regular practice for a draft Evaluation Report to be circulated to solicit comments and feedback from stakeholders.</i></p> <p>The Draft Evaluation Report is reviewed and should be in line with the TOR and the Inception Report. Any factual errors, inconsistencies, or lack of information is highlighted and brought to the attention of the evaluator(s). This is done either through the use of a feedback form or with track changes. If the feedback method has not been stipulated by the funder, it is recommended that the PM uses a feedback form. When the feedback form is sent to the evaluator(s), the PM requests that the issues raised are addressed through an Audit Trail or an equivalent means.</p>	<p>If the draft Evaluation Report has not been shared with the PM, the IEU will contact the funder in order to either obtain a copy of the draft evaluation report, or learn the reasons why it has not been sent. In either case, this information will be relayed back to the PM.</p> <p>The IEU can provide a feedback form and advise how it should be used and conveyed to the evaluator(s). In addition the IEU can discuss any concerns the PM may have regarding the evaluation, and its processes.</p>
<p>Final Evaluation Report</p>	<p><i>It is regular practice for a final Evaluation Report to be circulated with all stakeholders.</i></p> <p>When the final Evaluation Report is circulated, it is reviewed to ensure requested revisions have been incorporated, and/or that justifications have been provided. Any other changes should also be noted.</p> <p>Any questions or points for clarification raised during the draft evaluation reporting stage, should be answered by this time. If not, this is raised with the IEU.</p>	<p>If the final Evaluation Report has not been shared with the PM, the IEU will contact the funder in order to either obtain a copy of the report, or learn the reasons why it has not been sent. In either case, this information will be relayed back to the PM.</p> <p>The final Evaluation Report is reviewed by the IEU to ensure any requested revisions have been incorporated. If there is information, or justifications lacking, the IEU will contact the funder for further substantiation.</p>
<p>Dissemination</p>	<p>It is the responsibility of the Funder to disseminate the final Evaluation Report.</p> <p>When the final report is sent, the PM forwards a copy to the IEU.</p>	<p>The IEU keeps a record of the funder-led evaluations. Key learning messages are extracted from the evaluations, and are consolidated and presented in the IEU Annual Evaluation Synthesis Report (AESR).</p>

<p>Management Response</p>	<p><i>It is regular practice for an Evaluation Report to solicit a Management Response from the PM as well as Implementing Partners when applicable.</i></p> <p>The PM prepares the Management Response, which should be an inclusive process. Where there are implementing partners identified as entities who should carry out recommendations, the implementing partners should be included in the management response process. If required the PM uses the a management response template provided by the funder. If no template is made available, the PM can use the ITC Management Response template for this purpose.</p> <p>If the evaluator or funder has not asked for a management response, this is brought to the attention of the IEU.</p>	<p>The IEU can provide advice during the Management Response process.</p> <p>The IEU can provide a Management Response template and advice as to how it is to be populated, if this is required.</p> <p>If the evaluator or funder has not asked for a management response, the IEU will contact the funder in order to understand why this step has not taken place. Any information will be shared with the PM.</p>
<p>Implementation of Recommendations and Follow-up</p>	<p>The PM follows-up up on the implementation of the recommendations within the timeframe set out in the evaluation report.</p>	<p>The IEU can provide a template to track the implementation of recommendations and provide advice as to how it is to be populated.</p> <p>The IEU does not follow-up of the implementation of recommendations from funder-led evaluations.</p>

5. 2018 AESR recommendations

The follow-up actions to the implementation of the 2017 AESR Recommendations are found in the 2018 AESR (Annex VIII).

Recommendation 1: Consider including innovation into the criteria for the allocation of the Business Development Fund (BDF) to support project designers and managers in incorporating innovation needs, specifically for the development of creative solutions in the field, working with beneficiaries and partners, for activities such as: Workshops; Design thinking field visits; and Participation in innovation events.

Recommendation 2: Consider a revamped sustainability-focused project monitoring and evaluation scheme to more effectively track the progress of local ownership. This could be done through:

- (a) New indicators measuring the satisfactory appropriation of capacity, skills and competencies to beneficiaries and partners, using measurements such as Local oversight, Local resources invested, and Outputs of local ownership; and
- (b) Inclusion of the crosscutting issue of innovation in the Project Completion Report (PCR) template.

Recommendation 3: Consider a more responsive and adaptable support to the needs of partners and beneficiaries, by proposing to funders and other stakeholders:

- (a) The inclusion within W2 projects of an innovation budget component;
- (b) The availability for ITC's beneficiaries and partners of patient/risk capital to support them in innovative activities.

Recommendation 4: Consider the development of an innovation-enabling project development and management approach:

- (a) Integration of innovation in the project design template and guidelines, including project theory of change,
- (b) Promotion of an innovation leadership training for ITC project managers.

Recommendation 5 (optional): Consider strengthening the elements of entrepreneurship and innovation leadership under the current HR competency framework and performance appraisal systems:

- (a) Consider entrepreneurship skills and experience requirements in the ITC's Competency Framework and in Job Description Questionnaires (JDQs).
- (b) Incentivise the inclusion of targets related to entrepreneurship and innovation leadership in the Performance Appraisal System (PAS), including by taking into consideration for career development.
- (c) Promotion of an innovation training for all ITC staff
- (d) For interns, make "innovation" an integral part of the internship programme by making engagement at the Innovation Lab an option when signing the internship contract.

6. Detailed PCR data

Projects with an end-date during the course of 2018 should complete a PCR, and projects that ended in December 2018 should complete PCRs within the first quarter of 2019. It is understood that the knowledge generated by the PCR process should be primarily used at the Section and Division levels and integrated into the design stage of the project cycle.

Outstanding PCRs from 2017

ID	Title	Managing Officer	Section	End Date
B440	SheTrades Coffee (W&T Phase III)	WATSON, Nicholas	DEI/SEC	Dec 2017
B403	SheTrades (Women and Trade Phase III)	ZALESKI MORI, Anna Claudia	DEI/SIVC	Dec 2017
B273	E-solutions: Basic tools and training	HOWE, James	DEI/SEC	Dec 2017
B404	SheTrades Connect (W&T Phase III)	PARATIAN BERMUDEZ, Wendy	DEI/SIVC	Dec 2017
A776	AIM for Results: Improving TISI performance and measurement (Phase I)	LABBE, Martin	DEI/TISI	Dec 2017
A772	The Global Platform for Action on sourcing from women vendors (Women and Trade Phase II)	PARATIAN BERMUDEZ, Wendy	DEI/SIVC	Mar 2017

Completed PCRs in 2018

ID	Title	Managing Officer	Section
A996	Senegal: Improving the competitiveness of the mango industry	DIALLO, Aissatou	DCP/OA
B013	Guinea: Development of the mango sector	DIALLO, Aissatou	DCP/OA
B434	Syria: Developing production capacity and linking internally displaced populations to international markets	HOWE, James	DEI/SEC
A864	Malawi: Improving trade statistics and trade information systems	GRANFAR, Ramin	DCP/OA
B158	Lesotho: Horticulture productivity and trade development	MAPURANGA, Silencer	DCP/OA
A863	Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports	GRANFAR, Ramin	DCP/OA
A907	Nepal: Pashmina enhancement and trade support	KNAPPE, Matthias	DEI/SEC

Outstanding PCRs from 2018

ID	Title	Manager	Section	End Date
B446	Sudan: Supporting economic stabilization through accession to the World Trade Organization	CHAPPELL, Giles Emile Choret	DMD/TFPB	Feb 2018
B500	Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II	PICHOT, Xavier	DMD/TMI	Feb 2018
A676	Arab States: Development of SME exports through virtual market places	CHAKER, Mehdi	DCP/OAS	Jun 2018
A813	Zambia: Green jobs	OUATTARA, Yaya	DEI/SEC	Apr 2018
A922	Haiti: Ethical fashion initiative	MUKAI, Chloe	DCP/PCTP	Jul 2018
B216	Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)	BECHMANN, Thomas	DCP/OA	Jul 2018
B438	North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth	AZUZ, Absalam	DCP/OAS	Mar 2018
A775	Pacific: Economic empowerment of women (Women and Trade Phase II)	HOYOS, Juan	DEI/SIVC	Jul 2018
A285	Indian Ocean Rim Association (IORA): Economic empowerment of women	KRISTY, Michelle Ayu Chinta	DEI/SIVC	Jun 2018

PCRs to be completed in Q1 2019

ID	Title	Manager	Section	End Date
B265	Tanzania: Integration of horticulture supply/value chains into tourism - SECO component	BONZEMBA, Franck	DCP/OA	Dec 2018
B571	Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2)	MARCELINO SANTOS LIMA, Vivian	DCP/OD	Dec 2018
A850	Asian LDCs: Enhancing export capacity for intra-regional trade	COCHIN, Sylvie	DCP/OAP	Dec 2018
B738	E-trade for Impact: strengthening ITC e-strategy solutions	BUCHOT, Eric	DMD/CEES	Dec 2018
A538	Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries	HERMELINK, Ursula	DMD/TMI	Dec 2018

B705	Export potential: methodological extensions	SPIES, Julia	DMD/TMI	Dec 2018
B693	Alliances for Action: Development and piloting of Implementation Guidelines	MORRISON, Benjamin	DEI/SEC	Nov 2018
A812	Improving the business environment for exporting SMEs through trade facilitation	CHAUDRY, Qasim	DMD/TFPB	Dec 2018
B450	Jordan: Refugee employment and skills initiative (RESI)	BESEISO, Eman	DCP/OAS	Dec 2018
B507	Demonstrating Impact for TIPOs: towards a global standard	MARX, Saskia	DEI/TISI	Dec 2018
B319	Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs	OUATTARA, Yaya	DEI/SEC	Dec 2018
B665	WTPO (TPO Network World Conference and Awards)	IMAMO, Ben Mohamed	DEI/TISI	Dec 2018
A332	St. Lucia: Strengthening the institutional infrastructure for export promotion	URRUTIGOITY, Matias	DCP/OLAC	Dec 2018
B644	SheTrades Pacific	HOYOS, Juan	DEI/SIVC	Dec 2018
B763	Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance	OUATTARA, Yaya	DEI/SEC	Dec 2018
A862	Rwanda: Boosting the international competitiveness of SME clusters	GRANFAR, Ramin	DCP/OA	Nov 2018
A554	Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises	COUTY, Frédéric	DEI/SEC	Oct 2018
B568	Trade Promotion between China and other Developing Countries along the Belt and Road Initiative	COCHIN, Sylvie	DCP/OAP	Dec 2018
B771	Promotion of Malian arabic gum in the US and European markets	YONLI, Laetitia	DCP/OA	Dec 2018
A325	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts	URRUTIGOITY, Matias	DCP/OLAC	Dec 2018
A895	Arab States: Aid for Trade initiative	CHAKER, Mehdi	DCP/OAS	Dec 2018
B794	Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors	MORRISON, Benjamin	DEI/SEC	Dec 2018
A860	Benin: Strengthening production and trade capacities	DIALLO, Aissatou	DCP/OA	Dec 2018