

2023-2024 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
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INTRODUCTION

1. In conformity with the [ITC Evaluation Policy](#),¹ the Independent Evaluation Unit (IEU) prepares each year an annual Evaluation Work Programme, including a budget and a prospective plan for the subsequent year. The draft Evaluation Work Programme is submitted to ITC's Senior Management Committee (SMC) to discuss feedback on priorities, options, and endorsement.

DELIVERABLES

Undertaken in 2022

Independent evaluations

2. In 2022, the IEU has initiated or finalized the following independent evaluations:²
 - [Midterm Evaluation of Improving the international competitiveness of the textile and clothing sector \(MENATEX\) in the MENA region](#) – The Programme team is currently finalizing the management response and it is expected that the evaluation will be presented to SMC Q2 2023.
 - [Evaluation of the ITC SheTrades Initiative](#) – This evaluation was finalized in Q4 2022 and presented to the CCITF together with the gender moonshot. It will be presented to the SMC together with management response in Q1 2023.
 - [Final Evaluation of the Netherlands Trust Fund \(NTF\) Phase IV](#) – This evaluation was finalized in 2022 and presented to the Programme's Steering Committee and to the SMC in Q2 2023.
 - *The final evaluation of the project Colombia PUEDE: Peace and unity through productive development and commercialization* – The evaluation was initiated in 2022 and the final report will be presented to SMC on Q2 2023.

2022 Annual Evaluation Synthesis Report

3. The [2022 AESR](#), included a new perspective, assessing the findings from the 2021/22 evaluation reports and related reviews against the main dimensions of the Strategic Plan 2022-25. This will help building knowledge for the implementation of the Strategic Plan 2022-25. The document was presented to ITC Member States and discussed at the annual ITC Joint Advisory Group meeting in September 2022.

Developmental Evaluation Review

4. The IEU completed in 2022 a developmental evaluation to support, and for real-time learning from, three large projects³ M&E systems at their inception phase:

¹ Art 17 states: "The objectives of the evaluation function at ITC are to serve decision making of ITC management on selected policy and strategic areas, improve the performance and results, and therefore, enhance ITC's position in the Aid for Trade arena. These objectives shall be achieved through consultation and priority-setting with ITC management, conducting strategic evaluations in a timely manner, and promoting learning and consensus building."

² The scope of some of these evaluations included several projects. Details for these are provided in Annex 1.

³ These projects are (1) Jobs Creation and Trade Development Project in South Sudan, (2) Promoting growth through competitive alliances II in Eswatini and, (3) Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy in Iraq.

- *Piloting Enhanced M&E Practices for Results Based Management at ITC: A Process Synthesis Report* – To ensure that learnings could be shared and replicated, through appropriate documentation, these learnings enabled an in-depth review for how decisions were made, and adaptations executed.
- *Proposal for Large ITC Projects to Establish Good M&E Practices before Closure of Inception Phase* – More broadly, these learnings also informed the development of the corporate system DER proposal – a companion output of the DER initiative – to institutionalize good M&E practices for large ITC projects. The main goal from a corporate level perspective has been to develop and present a toolkit for large ITC projects to facilitate the adoption of a common set of M&E good practices, and to establish requirements to be achieved, by the end of inception phase. In doing so, it also provides a dynamic characterization of some M&E practices, systems, and challenges across the ITC portfolio. Its final goal – intended for the benefit of project managers, supervisors, and M&E staff – is to propose and describe a set of key steps by which the adoption of these good practices may be achieved. This proposal was presented and discussed with the SPPG team and will be presented to the SMC in Q2 2023.

Sustainability Reviews

5. The main aim of sustainability reviews is to assess the sustainability of projects results, three to four years after they have ended. In 2022, the choice was to concentrate on one ITC function and deep dive into analyzing the determinants that make ITC interventions in this area sustainable or not. Following a demand-driven approach, the IEU initiated the following analyses on the sustainability of the export strategy function, which is finalizing in Q1 2023:
 - *Saint Lucia – National Trade Strategy 2020-2024*: Developed as part of the ITC project ‘St. Lucia: Strengthening the institutional infrastructure for export promotion’ (A332)
 - *Burkina Faso – Shea sector development strategy 2015-2019*: Developed as part of the ITC/EIF project ‘Elaboration of a sectoral strategy for the export and development of the shea nut sector in Burkina Faso’
 - *Sri Lanka – National Export Strategy 2018-2022*: Developed as part of the ITC project ‘Sri Lanka: Trade related assistance’ (A306)

Review of Knowledge Management in the ITC Evaluation Function

6. This Review focused on how learnings from IEU evaluation products could be best disseminated and “put to work” in light of user needs, resources, experience of other organizations. It concluded that the IEU had been seeking to optimize its knowledge management in a continuous and pragmatic fashion, suiting the size of the organization and that this approach seemed conscious of resources of the ITC generally and the IEU specifically. Findings also indicated that the IEU has a wide range of evaluation products, mirroring or even going beyond those offered by evaluation units in other bi- and multilateral agencies. It was suggested to continued focusing on accessibility, dissemination, and use of evaluation findings, in particular through the Steering Mechanism (see below).

2021 Project Completion Report Synthesis Review

7. Finally, in 2022, IEU completed the synthesis review of PCRs submitted in 2021. Among the main lessons learned conveyed by project teams through the PCRs, a common theme related to planning and coordination was the need to incorporate flexibility into project implementation. Many projects learned that they had to adapt their activities and mode of delivery to achieve their targets. In terms of project design, many PCRs emphasized the need to thoroughly identify and engage with project beneficiaries. Good coordination with donors and other development partners was also essential to reduce overlap of interventions. Aspects mentioned as contributing to project sustainability included replicating the project approach or taking advantage of expansion opportunities; access to finance; and ensuring value for money. Concerning quality aspects, the overall quality of the PCRs continued to improve in 2021. It was decided in consultation with the SMC, to stop the yearly production of this type of Review.

Planned for 2023

Independent Evaluations

8. *Evaluation of ITC's Work on Agricultural Value Chain* – “Sustainable and resilient value chains” is one of the two Impact Areas as defined in the ITC Strategic Plan,⁴ which was still outstanding in terms of independent evaluation coverage. The option selected has been to focus the evaluation on ITC's work on agricultural value chains, to provide a comprehensive overview of the ITC portfolio in this area and to assess the quality and effectiveness of related activities. Considering the complexity and large scope of this evaluation (representing about half of the total ITC project portfolio⁵), the IEU undertook preparatory work in 2022, consisting in an inception phase with a portfolio and literature review. This work was presented and discussed with the MAG to obtain their feedback and priorities for the actual evaluation in 2023, consisting in data collection, analysis and report writing with a more in-depth assessment of specific activities. In alignment with the above-mentioned evaluation inception report, this evaluation will conduct a series of sampled case study projects⁶ and two country case studies (Ghana and Pakistan).
9. In terms of W2 projects / programmes with a budget over USD 2 million, the IEU will conduct the following evaluations in 2023:
- Final evaluation of the *United Kingdom Trade Partnership (UKTP) Programme*.⁷
 - Midterm evaluation of the *NTF V programme*.
 - Midterm Evaluation of *Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II*.
 - The final evaluation of the project *Systematic Mechanism for Safer Trade (SYMST)*

⁴ ITC (2022). Strategic Plan 2022–2025. [ITC website](#)

⁵ The IEU identified the ITC portfolio in the agricultural value chain, by selecting projects identified as contributing to the “sustainable value chain” ITC impact area and then to the “agriculture sector” in the ITC portal with a start date of January or later up to June 30, 2022, representing a total of 68 projects (refer to Annex 2 for list of projects).

⁶ Please refer to Annex 3 for the list of Sampled Case Study projects for the Evaluation of ITC's Work on Agricultural Value Chain.

⁷ Please refer to Annex 4 for the list of projects contributing to the UKTP programme.

(It is worth noting that for the latter three evaluations, project managers requested IEU to carry out these evaluations which are funded by the CBI of the Netherlands, Sida, and by the EU, respectively.)

10. *Evaluation of the Ethical Fashion Initiative* – In 2023, the IEU will conduct an independent evaluation of the Ethical Fashion Initiative. This is justified by the maturity reached by this programme since its early evaluation in 2013.⁸

2023 Annual Evaluation Synthesis Report

11. IEU will continue with last year evaluation analytical framework to cover ITC's performance in achieving the 2022-2025 Strategic Plan corporate objectives. Within this framework, it will synthesize the critical learning and accountability points emerging from the independent evaluations, self-evaluations (including PCRs) and funder-led evaluations carried out during the previous year. The AESR will also report on the implementation of the recommendations of independent evaluations and of the previous AESRs.

2022-2025 Strategic Plan Midterm Review

12. As per the AESR 2021 management response commitments, the IEU will initiate the evaluation process of the 2022-2025 Strategic Plan, with the drafting of the terms of reference of the midterm evaluation, the constitution of the panel of experts (including selection criteria, terms of reference and members identification/selection) and the selection of the evaluation consultant / team. These elements should enable the actual launch of the midterm evaluation in Q1 2024.

Steering Mechanism on the Lessons Learned from the Implementation of the Strategic Plan

13. In 2023, as per ITC commitments of the AESR 2021 management response, a new steering mechanism will be established to contribute to consolidating corporate ownership over the lessons learned from the implementation of ITC Strategic Plans. This steering mechanism will act as a consultative body, at the ITC mid-management level, to support the SMC in its decision-making in matters related to the implementation of the Strategic plan, through the incorporation of collective bottom-up feedback from across the organization. It is also envisaged the steering mechanism acting as a "Sounding board" to reflect on the lessons learned from IEU's evaluation products and their dissemination, with a view to improve their value to the organization as well as an internal "Evaluation network" to enhance linkages between the IEU with all sections of ITC. The IEU has drafted its terms of reference in close consultation with the DED and Chief SPPG and will be presented to SMC in Q1 2023.

Good practices in the field event

14. Based on the lessons learned gathered through evaluation work, it is proposed to organize a meeting in Geneva with ITC colleagues in the field, to discuss and share with HQ colleagues their experience and good practices in supporting MSMEs' business development and income generation. The event will analyze successful intervention models for MSMEs support, improvements in M&E practices, and how HQ could improve its support to these initiatives. The

⁸ Poor Communities and Trade Programme midterm evaluation, March 2013.

IEU will prepare a ToR for this event, including possible follow up actions, and will present it to SMC for its endorsement.

ITC Evaluation Policy and Guidelines

15. In 2023, the IEU will conduct a comprehensive update of its Evaluation Policy and Guidelines including the fulfilment of UN requirements in relation to the domains of Gender, Disability and Human Rights, with the perspective to submit these drafts to senior management for their endorsement in 2024.

Foreseen in 2024 and beyond

IEU managed work

16. As mentioned above, *Midterm evaluation of the Strategic Plan 2022-2025* will be initiated in 2024.

17. In addition, another corporate independent evaluation to be initiated in 2024 could focus on the *Regional Integration and South-South Trade* impact area since this is the last impact area still outstanding in terms of independent evaluation coverage.

18. *Independent Review of ITC W1 system* – Window 1 (W1) consists of un-earmarked and soft-earmarked contributions from funders. ITC invests these funds in initiatives which are critical to ensure that ITC remains at the cutting edge of Aid for Trade; maintains and develops global public goods that support enterprises in international trade; can respond flexibly to client needs; and performs efficiently in pursuit of ‘good trade’. Building on the recent analysis undertaken by the SPPG⁹, the IEU will evaluate the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the ITC W1 system.

Possible project / programme evaluations

19. As set out in the ITC Evaluation Policy, projects / programmes with a budget of USD \$2 million or more are subject to evaluation. In this regard, projects / programmes with a budget over USD \$2 million and foreseen to finalize in 2023 / 2024 (as of the time of writing this work programme), a series of projects that could be subject to evaluation¹⁰ in 2024 or 2025 is listed in Annex 4.

ADVISORY SUPPORT

Evaluation capacity

20. In 2023, all project managers whose project will be subject, either to an independent evaluation, or a self-evaluation (including PCRs), or a funder-led evaluation, will be invited to take the “Evaluation at ITC” course through the L&D Hub, which is not mandatory. The objective is to enhance ITC’s staff evaluation capacity and to provide them with timely and comprehensive guidance complementing the unit's advisory services to conduct these evaluations.

⁹ Window 1 results synthesis report 2018 – 2021, December 2022.

¹⁰ This includes independent evaluation, self-evaluation, or funder-led evaluation.

Self-evaluations

21. In 2022 the following self-evaluations were initiated or carried out:

- *Mid-Term Self-Evaluation of the project “ARISE Plus Malaysia”*
- *Midterm Review of the “ARISE Plus Myanmar” project*
- *Evaluation of Gender Mainstreaming in ITC evaluation* – It is expected that this evaluation will be finalized in Q1 2023.

In these cases, the self-evaluation was performed with the use of an independent evaluation consultant, whose selection was supported by the IEU. The IEU also provided advice on the drafting of the ToR, and ensure they conformed to the ITC Evaluation Guidelines and Policy. The Unit also reviewed the draft Inception and Evaluation Reports and provided feedback and suggested revisions. For the first two evaluations, the IEU also provided guidance on the management response process to ensure that the action plans to implement recommendations were well structured.

22. In 2023, the following tentative self-evaluation of a project with a budget over USD 2 m, might be conducted, (IEU has not yet received confirmation):

- *Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II)*, (Jacob Michalak, DSIT/WYVC)

Funder-led evaluations

23. In 2022, the IEU provided support to several project managers whose projects were subject to funder-led evaluations (e.g. an evaluation commissioned and managed by the funder). The IEU provided advice on processes and procedures, and in some cases helped to review the TOR, reviewed the draft report and provided feedback, and gave advice on drafting the management response where applicable.

- *EU-EAC Market Access Upgrade Programme – MARKUP midterm evaluation*
- *Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) midterm evaluation*
- *Nepal Trade-Related Assistance midterm evaluation*

24. In 2023, the following funder-led evaluations have been confirmed:

- *State of Palestine: Reform and Development of Markets, Value Chains and Producers’ Organizations final evaluation* will be conducted by FAO of the overall programme, including the ITC component (BESEISO, Eman, DCP/OMENA)
- *Bhutan Trade Support final evaluation* will be conducted by the EU, (COCHIN, Sylvie, DCP/OAP)
- *Thailand: Trade-Related Assistance (Arise + Thailand) final evaluation* will be conducted by the EU (COLONNA, Ingrid DCP/OAP)
- *T4SD database midterm evaluation* – undertaken and funded by SECO /BMZ.

25. In addition, the following funder-led evaluations could be conducted in 2023 (the IEU has not yet received confirmation):

- *Eswatini: Promoting growth through competitive alliances I*, (TEKLU, Kidest, DSIT/GIVC)
- *Philippines: Trade-Related Assistance (Arise + Philippines)*, (COCHIN, Sylvie, DCP/OAP)
- *Central Asia: Ready4Trade (R4TCA)*, (YERZNKYAN, Silva, DCP/OEECA)

Results Oriented Monitoring Reviews

26. The IEU provided support to several EU-funded projects that were subject to a Results Oriented Monitoring (ROM) Reviews. In these cases, the IEU provided information sessions tailored to the ROM process, indicating what was expected from the project team, and what to expect at each stage of the ROM Review process. These information sessions helped to prepare the project manager and teams and provided an opportunity for IEU to share lessons learned from other projects that had experienced a ROM review. The IEU also provided feedback on draft ROM review documents including their recommendations:

- *ECOWAS: West Africa Competitiveness Programme (WACOMP)*
- *Uzbekistan: Facilitating the Process of Accession to the WTO*
- *Thailand: Trade-Related Assistance (Arise + Thailand)*
- *Pakistan: Growth for rural advancement and sustainable progress (GRASP)*
- *Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II*
- *Colombia PUEDE: Peace and unity through productive development and commercialization*
- *République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural (PAPEUR)*
- *Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI)*
- *Iran: Trade-Related Technical Assistance, Capacity Building, and Value Chain Development for Inclusive and Sustainable Trade-Led Growth*

27. According to information made available to the IEU, the following ROM Reviews should be concluded in 2023:

- *Culture project: Identity Building and Sharing Business Initiative*, (CIPRIANI, Simone, DSIT/WYVC)
- *Guinée : Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)*, (BURGIO, Claire, DCP/OA)
- *Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar)*, (DAIRON, Emilie, DCP/OAP)

- *Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2)* (ROBIN, Elodie DMD/TMI)

Project Completion Reports

28. IEU continued offering its support to project teams, through training, and upon their request and as part of its advisory services, in their dialogues to discuss PCR preparation to pave the way for a common understanding of project performance and improvements to be introduced in future interventions. In terms of follow up, the IEU undertook the following actions:

- In 2022 the digital development of online PCRs submission and approval had a significant impact on PCR performance and compliance, as project managers can now complete, submit, and approve the PCRs online directly without delay, and as the PCR report itself can be extracted from the project portal through a link accessible to all stakeholders for review and sharing knowledge.
- In terms of tracking and follow-up of PCRs before the due date; the IEU established a PCR monitoring file, where we regularly track and follow-up with project managers for due time PCR submission. This monitoring file is updated on a weekly basis and shared with the SMC on a quarterly basis.
- In addition, the IEU conducted a detailed PCR training to benefit the project teams from the new technical developments and ensure the quality and compliance of PCRs.

29. In 2022, 100% of projects complied with the submission of their PCRs within the mandated 6-months period after project completion. 51 Project completion reports were completed, submitted, and approved by Chiefs and Directors.

30. In 2023, the IEU will continue supporting project teams with this endeavor.¹¹

EXTERNAL ENGAGEMENT

UNEG

31. In 2022, the IEU actively participated in the work of the UN Evaluation Group (UNEG) and contributed to the work of UNEG working groups related to “Gender, Disability and Human Rights (GD&HR)” and “Ethics and Code of Conduct”. The IEU attended GD&HR working group meetings, provided feedback on the UN-SWAP Evaluation Performance Indicator 2021 Reporting Cycle Results, and reviewed the revised Guidance on integrating disability inclusion in evaluations and reporting on the UNDIS accountability framework evaluation indicator. The engagement in the GD&HR working group will continue throughout 2023.

UN SWAP

32. The Unit contributes to corporate reporting on ITC’s involvement with the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW). In Q4 2022 and Q1 2023 the IEU continued to support the implementation of the UN-SWAP by reporting on KPI 4

¹¹ Please refer to Annex 5 for the list of PCRs completed in 2022 and Annex 6 for those foreseen in 2023.

- Evaluation, by conducting a meta-evaluation, and completing the UN-SWAP Evaluation Scorecard to analyze the evaluations completed during the year.

UN DIS

33. The Unit also contributes to ITC's corporate reporting on the implementation of the UN Disability Inclusion Strategy (DIS) through KPI 10 – Evaluation. According to the 2022 reporting, to rate as approaching requirements, the ITC evaluation guidelines must contain guidance on how to address disability inclusion in evaluation, as outlined in the [UNDIS Technical Note](#). This will be accounted for when the ITC evaluation guidelines are updated in 2023. The Unit will continue to support the implementation of the UNDIS in coordination with the ITC Disability and Accessibility Focal Point.

OIOS

34. In 2022, the IEU took part in three Office of Internal Oversight Services (OIOS) evaluations, which will be completed in 2023:

- The *Evaluation Study of the UN Evaluation Dashboard 2020-2021* (an internal document); and
- The assessment of *Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives* (a formal document to be submitted to the General Assembly in March 2023).
- The *Thematic evaluation of United Nations Secretariat support to the Sustainable Development Goals*.

JIU

35. As the focal point for Joint Inspection Unit (JIU), in 2022, the IEU contributed to the completion of JIU reports, including:

- *Review of business continuity policies and practices in UN system* ([JIU/REP/2021/6](#)).

36. The IEU facilitated ITC's participation in several JIU reviews that are still ongoing, including:

- *Review of policies, measures, mechanisms, and practices to prevent and address racism and racial discrimination in the UN system* (A.457 – Review focal point DPS/HR);
- *Review of the internal pre-tribunal stage appeal mechanisms available to staff members in the UN system* (A.460 – Review focal point DPS/HR);
- *Review of accountability frameworks in the UN system* (A.462 – Review focal point OED/SPPG/IEU);
- *Flexible working arrangements in UN system organizations* (A.463 – Review focal point DPS/HR);
- *Review of mental health and well-being policies and practices in UN system organizations* (A.464 – Review focal point DPS/HR);
- *Review of the acceptance and implementation of JIU recommendations by the UN system organizations* (A.466 – Review focal point OED/SPPG/IEU);

- *Review of the quality, effectiveness, efficiency and sustainability of health insurance schemes in the UN system (A.467 – Review focal point OED/SPPG/IEU and DPS/HR); and*
- *Review of the use of non-staff personnel and related contractual modalities in the UN system (A.468 – Review focal point DPS/HR).*

37. In 2022, the IEU reported on the implementation of JIU recommendations to ITC, which was made possible through the reporting provided by many staff. However, even though ITC did not actively participate in all JIU Reviews, it was still subject to receiving JIU recommendations regardless of its involvement. This has led to a scenario where subject-matter focal points are required to provide reporting on the implementation of recommendations, even if ITC has not actively participated in the Reviews. In 2023, the IEU will continue to play its role and following-up on past JIU recommendations issued to ITC.

BUDGET

38. ITC management supports the JIU recommendation of developing a comprehensive budget framework and resource allocation plan for the ITC evaluation function. In addition, to staff resources, the IEU receives an annual RB allocation of USD 216,000.¹²

39. The indicative budget below covers costs necessary to produce evaluation deliverables:

indicative evaluation budget for 2023	IEU	Project
Impact area evaluation / <i>Agricultural value chains</i>	55,000	
Midterm evaluation / <i>Ukrainian Fruits & vegetables - a/</i>	20,000	45,000
Midterm evaluation / <i>NTF V</i>		150,000
Final evaluation / <i>UK Trade Partnerships</i>	25,000	20,000
Final evaluation / <i>Systematic Mechanism for Safer Trade</i>		40,000
Programme evaluation / <i>Ethical Fashion Initiative</i>	45,000	
Annual Evaluation Synthesis Report	30,000	
Good practices in the field event	20,000	
Participation UNEG and UN evaluations	20,000	
Total	215,000	225,000
Grand total	470,000	

a/ Considering the situation prevailing in Ukraine as of to date, the exact final cost is still to be determined through on-going tender process.

¹² The budget does not include resources related to IEU staff members (RB: one P4 and one P3; PSC: one P2 and one half-time G5).

ANNEXES

Annex 1: Scope of independent evaluations (2022)

NTF IV Programme

ID	Title	Developer/Manager	Section	Start Date	End Date	Total Budget (USD)
B586	Mano River: Value Chain Development for Cocoa (NTF IV)	TEKLU, Kidest	DSIT/GIVC	2017-12-01	2021-06-30	2,791,408
B387	Uganda: Export development of IT and IT-enabled services (NTF IV)	LABBE, Martin	DECI/SEC	2017-12-01	2021-06-30	1,874,349
B390	Senegal: Export development of IT and IT-enabled services (NTF IV)	LABBE, Martin	DECI/SEC	2017-10-01	2021-06-30	1,771,952
B386	Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV)	MACOLA, Giulia	DECI/SEC	2017-12-01	2021-06-30	2,885,540
B584	NTF IV Programme Management	LABBE, Martin	DECI/SEC	2017-10-01	2021-06-30	954,450

GTEX/MENATEX Programme

ID	Title	Developer/Manager	Section	Start Date	End Date	Total Budget (USD)
B672	Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	CHAKER, Mehdi	DECI/SEC	2017-12-06	2023-12-31	2,860,000
B811	Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX)	BESEISO, Eman	DECI/SEC	2018-09-26	2023-12-31	1,800,000
B674	Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	CHAKER, Mehdi	DECI/SEC	2017-12-06	2023-12-31	3,020,000
B696	MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region	CLEMENT, Delphine	DECI/SEC	2018-09-26	2023-12-31	1,150,000
B673	Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	CLEMENT, Delphine	DECI/SEC	2017-12-06	2023-12-31	2,610,000

Colombia PUEDE Peace and unity through productive development and commercialization

ID	Title	Developer/Manager	Section	Start Date	End Date	Total Budget (USD)
B599	Colombia PUEDE: Peace and unity through productive development and commercialization	ESCOBAR PARRA, Nicolas	DCP/OLAC	2018-12-18	2022-12-17	3,138,224

SheTrades Programme

Project	Budget (USD)	WE/WOB connect to internat. market	BSOs/ TSIs	Market partners / buyers	Government	Sector focus
Country specific						
Palestine (A673) – end 2016	462,000	30	1	5		Textile
Zambia (A898) – end 2016	750,000	150	1	Multiple		Agriculture:-Cotton
Zambia (B785) – end 2021	200,000	164 (761 trained)	Multiple	Multiple + DHL support	Multiple	Agriculture:-Honey -Moringa Textile
Ghana (A921) – end 2016	633,000	50	3			Agriculture: -Yam
Gambia (B751)– ongoing	1,050,000	500	6	12	Multiple	Agriculture: -Horticulture Textile, garments
Egypt (B821) – ongoing	350,000	50	3	15	1	Handicraft
Rwanda (B950) – ongoing	595,600	100	1	Multiple	5	Agriculture:-Coffee -Horticulture
Morocco (B937) – ongoing	331,000	25	3	Multiple (Europe, Canada)	1	Food & beverage
Multi-country or regional						
Africa: coffee sector (A933) – end 2016	1,865,358	250	7	Multiple		Agriculture: -Coffee
Ethiopia, Mongolia: textile & garments – end 2016	999,338	25	8	Multiple		Textile, garments
East Africa (B342) – end 2017	500,000	40	3	4		Agriculture:-Coffee-Food Textiles Tourism
SheTrades Coffee: Rwanda, Uganda, Ethiopia (B440) – ended 2017	150,000	40	5	6		Coffee
SheTrades Coffee: Ethiopia, Rwanda (B637) – end 2020	202,324	10	2	2		Coffee
Indian Ocean Rim Association (ORA) (A285) – end 2018	1,130,000	120	3	10		Services sectors
Pacific region (A775) – end 2018	2,599,692	200	24	4	8	Traditional handicrafts (bilum)
Pacific region: PNG only (B644) – end 2018 (Follow-up to A285)	250,000	9	1	4		Traditional handicrafts (bilum)
Commonwealth (Ghana, Kenya Nigeria, Bangladesh) + global <i>incl. Global Outlook</i> (B578) – end 2021	7,948,950	2,500	15	10	Multiple	Agriculture Textile & garments
Africa (AfCFTA) (B832) – end 2021	760,361		WBAs		Policy-makers	All products and services
SheTrades Connect (Japan) (B516) – Egypt, Ivory Coast, Senegal	110,178	32		1 (trade fair)		(Not indicated)
Latin America (B999) – ongoing	350,000	600	8			

Project	Budget (USD)	WE/WOB connect to internat. market	BSOs/ TSIs	Market partners / buyers	Government	Sector focus
West Africa (Cote d'Ivoire, Guinea, Liberia, Sierra Leone) (B610) – ongoing	5,540,000	105	40	30	Multiple	Agriculture:-Cashew -Cassava -Shea
Partnership driven						
UPS (B750) – end 2019 – Vietnam, Nigeria, UAE, Mexico (+ global)	276,000	58 (+448 trained)	30	Multiple		(Not specified)
UPS (B956) – end 2021, Vietnam, Nigeria, Mexico, India (+SheTrades Global event)	800,000	100	3	Multiple		(Not specified)
Mary Kay (B957) – end 2021, Colombia, Brazil, Mexico, India + global	350,000	50	8			No sector – support to entrepreneurship training curriculum
Global						
Global Platform for Action (A772) – incl. SheTrades App, summits, exhibits, ended 2017	3,130,816	400 (850 supported)	90	Multiple	Multiple	Textiles, garments Tourism Coffee IT Food
Global outreach, incl. SheTrades app, online tools (B403), ended 2017	338,000	610 (training)	25	Multiple	Multiple	All (not specified)
SheTrades Connect, incl. promoting use of app, connect to investors (B404) – ended 2017	270,808	31	8 (target not met)	96		All with special initiatives on: -Textile, apparel -ICT (East Africa)
Data to address constraints to extra-EU trade (B582) – ended 2019	480,000	NA	NA	NA	NA	Research focus
ISO/IWA on WOB definition (B562)	220,000	NA	NA	NA	Multiple	Definition of term Woman Owned Business (etc)
SheTrades VLS, post-COVID support, SheTrades Hubs, SheTrades Global, SheTrades Invest, Strategy (B641) – ongoing (ends 2021)	3,808,108	20,000 overall, 390 transacting internat. business	Multiple (610 incl. Gov, BSOs, bbuyers)	Multiple (610 incl. Gov, BSOs, bbuyers)	Multiple (610 incl. Gov, BSOs, bbuyers)	All with some earmarked events around: -Textiles, garment -Tourism -ITC Beauty, wellness

Annex 2: Project portfolio for the Evaluation of ITC's Work on Agricultural Value Chain

No.	ID	Title	Section	Total Budget (USD)
1	B463	Guinee: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA)	DCP/OA	17,000,000
2	C152	Senegal: Alliances for Value Addition in Cashew Nut (NTF V)	DSIT/GIVC	1,500,000
3	C093	Alliances for Action: Coffee Network	DSIT/GIVC	226,000
4	B537	ECOWAS: West Africa Competitiveness Programme (WACOMP)	DCP/OA	11,003,149
5	B466	Pakistan: Growth for rural advancement and sustainable progress (GRASP)	DECI/SEC	54,077,059
6	B610	SheTrades West Africa	DSIT/WYVC	5,540,000
7	B930	Alliances for Action: Coffee Guide	DSIT/GIVC	175,000
8	C166	Non-ODA: UK Trade Partnerships Programme	DECI/SEC	204,000
9	B383	EU-EAC Market Access Upgrade Programme - MARKUP	DCP/OA	16,606,392
10	B452	Ecuador: Promoting new non-traditional exports (NEXT Ecuador)	DCP/OLAC	4,078,900
11	C017	Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR)	DSIT/WYVC	5,019,802
12	B566	Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages	DCP/OAP	1,369,720
13	B986	Sri Lanka: Trade Facilitation for SMEs	DMD/TFPB	1,023,648
14	B461	Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO)	DCP/OA	3,455,098
15	B978	Eswatini: Promoting growth through competitive alliances I	DSIT/GIVC	5,633,803
16	B901	Comoros: UK Trade Partnerships Programme	DCP/OA	721,070
17	B695	Systematic Mechanism for Safer Trade (SYMST)	DECI/SEC	2,277,400
18	B807	ACP: Strengthening Productive Capabilities and Value Chain Alliances	DCP/OLAC	17,232,867
19	B718	Burundi: Market Access Upgrade Programme - MARKUP	DECI/SEC	4,280,576
20	B599	Colombia PUEDE: Peace and unity through productive development and commercialization	DCP/OLAC	3,138,224
21	C087	AfCFTA: Identifying sustainable regional value chains at continental scale	DMD/TMI	707,143
22	C040	Partnership for enhancing export capacity of Africa to China (PEECAC)	DCP/OAP	1,083,927
23	B910	South Sudan: Jobs Creation and Trade Development	DCP/OA	5,489,192
24	C058	Micronesia: Coconut Export Strategy	DMD/RSE	180,000
25	B731	Nepal Trade-Related Assistance	DCP/OAP	5,589,659
26	B905	Fiji: UK Trade Partnership Programme	DECI/SEC	1,144,700
27	B803	Guinea: Relance de la filière ananas (REFILA)	DCP/OA	542,888
28	B867	République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural (PAPEUR)	DCP/OA	13,130,000

No.	ID	Title	Section	Total Budget (USD)
29	B407	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II	DCP/OLAC	6,706,200
30	B946	Afghanistan: Advancing trade (Phase II)	DCP/OAP	13,034,000
31	C026	Uganda: Youth Startup Academy in Africa	DECI/SEC	4,000,000
32	B967	PNG: UK Trade Partnerships Programme	DECI/SEC	582,600
33	B960	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI)	DMD/RSE	26,800,000
34	B766	Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action	DSIT/GIVC	1,422,980
35	B873	Thailand: Trade-Related Assistance (Arise + Thailand)	DCP/OAP	3,395,775
36	B457	Sierra Leone: West Africa Competitiveness Programme	DCP/OA	1,724,167
37	B382	Bhutan Trade Support	DCP/OAP	5,014,700
38	B904	Madagascar: UK Trade Partnerships Programme	DECI/SEC	1,336,302
39	B872	Malaysia: Trade-Related Assistance (Arise + Malaysia)	DCP/OAP	3,576,600
40	C150	Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V)	DSIT/GIVC	2,500,000
41	B312	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF)	DECI/SEC	890,676
42	B992	Eswatini: Promoting growth through competitive alliances II	DSIT/GIVC	6,759,907
43	B961	Sustainable Investments into Africa (SIA)	DSIT/GIVC	795,604
44	B542	Culture project: Identity Building and Sharing Business Initiative	DSIT/WYVC	11,245,717
45	B907	Zimbabwe: UK Trade Partnerships Programme	DSIT/GIVC	1,065,000
46	B903	Ghana: UK Trade Partnerships Programme	DSIT/GIVC	977,255
47	C122	Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database	DSIT/GIVC	1,400,000
48	C022	The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers	DCP/OA	250,000
49	C148	Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V)	DSIT/GIVC	2,500,000
50	C044	Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II)	DCP/OEECA	2,300,000
51	C029	South Sudan: National Export and Investment Strategy (AfCFTA)	DMD/RSE	650,000
52	B900	CARIFORUM: UK Trade Partnerships Programme	DECI/SEC	1,531,031
53	B505	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)	DCP/OAP	5,447,146
54	B899	Cameroon: UK Trade Partnerships Programme	DECI/SEC	972,500
55	B924	Tanzania: Developing the Beekeeping Value Chain	DCP/OA	3,541,218
56	B902	Côte D'Ivoire: UK Trade Partnerships Programme	DCP/OA	1,105,000
57	C095	The Gambia - Building resilience of vulnerable communities	DCP/OA	235,000

No.	ID	Title	Section	Total Budget (USD)
58	C035	Guinea: Improving sustainable livelihoods for border communities	DCP/OA	398,040
59	B580	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations	DCP/OMENA	505,235
60	B635	Value Added to Trade	DECI/SEC	2,581,722
61	B782	Iran: Trade-Related Technical Assistance	DCP/OAP	9,097,629
62	C110	T4SD: Advisory Services	DSIT/GIVC	950,000
63	B928	Alliance for Product Quality in Africa	DECI/SEC	552,000
64	B915	Uzbekistan: Facilitating the Process of Accession to the WTO	DMD/TFPB	5,200,000
65	C036	The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge	DCP/OA	499,797
66	C127	Conducive policy and regulatory environment: Trade facilitation	DMD/TFPB	340,000
67	C128	Conducive policy and regulatory environment: Trade negotiations and policy reform	DMD/TFPB	250,000
68	B950	SheTrades Rwanda	DSIT/WYVC	595,600

Annex 3: Sampled Case Study projects for the Evaluation of ITC's Work on Agricultural Value Chain

Project Managers	Section	Project (s)
Bianca Cravenna	DECI/SEC	1. Pakistan: GRASP (B466)
Federica Angelucci*	DSIT/GIVC	2. Ghana: Developing cocoa and associated crops through the Sankofa project empowered by Alliances for Action. (B766) 3. Ghana: UK Trade Partnership Programme (B903) 4. Ghana: Building Alliances for Action from bean to bar (C150)
Emillie Darion	DCP/OAP	5. Lao PDR: ARISE + (B505)
Jarmilla Sarda Souckova Delphine Clément Charles Lor	DECI SEC DECI/SEC DECI/SEC	6. Fiji: UK Trade Partnership Programme (B905) 7. Madagascar: UK Trade Partnership Programme (B904) 8. CARIFORUM: UK Trade Partnership Programme
Taurai Keven Musa	DCP/OA	9. EU-EAC MARKUP (B383)
Yared Befecadu	DCP/OA	10. ECOWAS: WACOMP (B537)
William Castri Rodriguez	DCP/OLAC	11. Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)
Sadiq Kazi Syed	DCP/OLAC	12. ACP: Strengthening of productive capabilities and value chain alliances (B807)
Simone Cipriani	DSIT/WYVC	13. Culture Project: Identity Building and Sharing Business Initiative (B542)
Raimund Moser	DCP/OA	14. Gambia: COVID-19 recovery through digitalization and market access for women horticulture producers (C022) 15. Gambia: Building resilience of vulnerable (C095)
Ingrid Colonna	DCP/OAP	16. Thailand: ARISE+ and Malaysia: ARISE+ (B873 & B872)
Simon Heisig	DCP/SEC	17. Tajikistan: Enabling market access for agricultural products through an improved food safety system (B312) 18. Alliance for product quality in Africa (B928)
Jean-Sebastien Roure	DMD/TFPB	19. Uzbekistan: Facilitating the process of accession to the WTO (B915) 20. Global: Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)
Kidest Teklu	DSIT/GIVC	21. Eswatini: Promoting growth through competitive alliances I (B978) 22. Eswatini: Promoting growth through competitive alliances II (B992)
Anna Summer	DSIT/WYVC	23. She Trade West Africa (B610) 24. Uganda: Strengthening agribusiness resilience and competitiveness (C017)
Giulia Macola	DSIT/GIVC	25. Alliances for Action: Coffee Network (C152) 26. Alliances for Action: Coffee Guide (B930)

NOTE: The evaluation will conduct group interviews for these projects. The project manager will have to identify/invite 2 to 4 project team members (representing their projects), preferably a mix of members from the same unit and other units (e.g. one from the same unit and 2 or 3 from other units).

Annex 4: List of projects within the UKTP evaluation scope

ID	Title	Summary of project components
B908	Programme Management: UK TP Programme	Coordinate the project portfolio.
B906	Trade Intelligence: UK Trade Partnerships Programme	TMI interventions in 24 selected countries consisting of activities to foster transparency and access to information on trade opportunities and market access requirements for MSMEs ¹³ .
C166	Non-ODA: UK Trade Partnerships Programme	Provide support activities in countries ineligible for ODA in the Caribbean region ¹⁴ and the Indian Ocean Region ¹⁵ . in the areas of EPA awareness, improved business environment, MSME strengthening and market linkages.
B900	CARIFORUM: UK Trade Partnerships Programme	Leverage existing trade partnerships across the region to grow exports in the specialty foods sector and creative (music and film) industries.
B905	Fiji: UK Trade Partnership Programme	Bring together the ginger farming communities across Fiji to improve export outcomes, increase employment opportunities and to grow the economy.
B902	Côte D'Ivoire: UK Trade Partnerships Programme	Focus on building new trade opportunities and local jobs in the agri-business sector, especially for cashew nuts and tropical fruits.
B907	Zimbabwe: UK Trade Partnerships Programme	Support over smallholder farmers and several large businesses to improve production and implement export strategies several varieties of peas.
B904	Madagascar: UK Trade Partnerships Programme	Work with MSMEs and cooperatives in the textile and clothing sector, to increase the volume and value of exports and to support local industries to grow employment opportunities.
B967	PNG: UK Trade Partnerships Programme	Brings PNG famers and exporters together to expand coffee beans market opportunities and to build sustainable export industries.
B901	Comoros: UK Trade Partnerships Programme	Support the entire value chain in the vanilla and clove industries in Comoros to increase trade volumes and bring higher export earnings and new agri-business jobs.
B903	Ghana: UK Trade Partnerships Programme	Work with local trade partners to build greater export potential and improve the volume and value of trade in cocoa derivatives between Ghana and the UK.
B899	Cameroon: UK Trade Partnerships Programme	Work with MSMEs along the value chain to increase exports of Penja pepper and cocoa to the UK and EU markets.

¹³ Programme documents refer to SMEs but the evaluation will use the term MSMEs to be consistent with the terminology of ITC current Strategic Plan 2022-2025.

¹⁴ Bahamas, Barbados, Saint Kitts and Nevis, and Trinidad and Tobago

¹⁵ Seychelles

Annex 5: List of projects ending in 2023 / 2024 with a budget of USD \$2 million or above that could possibly be subject to evaluation (independent, self-evaluation, or funder-led) in 2024 or 2025

Title	Manager	Division/Section	End Date	Budget (USD)	Funder	Comments
Central Asia: Ready4Trade (R4TCA)	YERZNKYAN, Silva	DCP/OEECA	2023-12	16,666,667	EU	Possible final evaluation in 2024
Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO)	BECHMANN, Thomas	DCP/OA	2023-04	3,455,098	EU	Self-evaluation planned for 2024
Global Trade Helpdesk	LORIDAN, Mathieu	DMD/TMI	2024-12	9,500,000	SECO	Possible final evaluation in 2025
Uganda: Youth Startup Academy in Africa	STOIAN, Valeriu	DECI/SEC	2024-12	4,000,000	South Korea	Possible final evaluation in 2025
COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders	HABTEMARIAM, AkileA	DCP/OA	2024-12	2,522,551	COMESA	Funder-led evaluation of overall EU-COMESA cooperation initiatives in 2025.
ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances	KAZI SYED, Sadiq	DCP/OLAC	2024-12	17,232,867	EU	Requested an independent evaluation in 2024
Trade and market intelligence for the Eastern Partnership Countries	KELLY, Paul	DMD/TMI	2024-09	4,100,000	EU	Possible final evaluation in 2024 - 2025
Tanzania: Developing the Beekeeping Value Chain	AZATYAN, Lida	DCP/OA	2024-07	3,541,218	Belgium	Possible final evaluation in 2024 - 2025
Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT)	SAEED, MohammadB	DMD/TFPB	2024-06	6,450,000	FCDO	Possible final evaluation in 2024 - 2025
South Sudan: Jobs Creation and Trade Development	HABTEMARIAM, Akile	DCP/OA	2024-06	5,489,192	EU	Possible funder-led final evaluation in 2024
Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari	CIPRIANI, Simone	DSIT/WYVC	2024-05	2,104,709	EU	Possible final evaluation in 2024
Burundi: Market Access Upgrade Programme - MARKUP	RAMFUL, Khemraj	DECI/SEC	2024-01	4,280,576	EU	Possible final evaluation in 2024

Annex 6: Project Completion Reports completed in 2022

Title	Developer/Manager	Section	Project End Date	PCR Due Date	PCR status
SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA)	FESSEHAIE, Judith	DSIT/WYVC	2021-08-31	2022-02-28	Completed on time
Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce)	BENZAKRI, Abdellatif	DMD/TMI	2021-09-30	2022-03-30	Completed on time
Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme	RULL BES, Nuria	DEI/IE	2021-09-30	2022-03-30	Completed on time
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market	RODRIGUEZ PEREZ, Beatriz	DCP/OLAC	2021-10-31	2022-04-30	Completed on time
SheTrades Zambia	ZALESKI MORI, Anna	DSIT/WYVC	2021-11-30	2022-05-30	Completed on time
Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	CIPRIANI, Simone	DSIT/WYVC	2021-12-22	2022-06-22	Completed on time
Eastern Partnership: Ready to Trade - an EU4Business initiative	ZARGARYAN, Armen	DCP/OEECA	2021-12-31	2022-06-30	Completed on time
Trade in services	ZHAO, Quan	DMD/TFPB	2021-12-31	2022-06-30	Completed on time
Fast Tracking Digital Entrepreneurship in Africa - Phase 1	LABBE, Martin	DECI/SEC	2021-12-31	2022-06-30	Completed on time
Non-tariff measures programme (W1)	HERMELINK, Ursula	DMD/TMI	2021-12-31	2022-06-30	Completed on time
Sustainable Investments into Africa (SIA)	BATALHONE, Ana Patricia	DSIT/GIVC	2021-12-31	2022-06-30	Completed on time
Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AftIAS)	CHAKER, Mehdi	DCP/OMENA	2021-12-31	2022-06-30	Completed on time
Trade competitiveness: Piloting artificial intelligence to automate the analysis of trade-related policies and projects	AMURGO PACHECO, Alberto	DMD/RSE	2021-12-31	2022-06-30	Completed on time
Saudi Arabia: Development of dates sector in Medina region (AftIAS)	CHAKER, Mehdi	DCP/OMENA	2021-12-31	2022-06-30	Completed on time
E-solutions	HOWE, James	DECI/SEC	2021-12-31	2022-06-30	Completed on time
DRC: Adding value to bamboo, plastic waste and lifestyle goods for sustainable livelihoods	SPYROPOULOS, Panayiotis	DCP/PCTP	2021-12-31	2022-06-30	Completed on time
Alliances for Action Service Centre (Core Network)	MACOLA, Giulia	DSIT/GIVC	2021-12-31	2022-06-30	Completed on time
SME Competitiveness Survey and Outlook	OLIVEIRA RAMOS, Barbara	DMD/RSE	2021-12-31	2022-06-30	Completed on time
RESI High Skills	SCHLINDER, Katherine	DSIT/WYVC	2021-12-31	2022-06-30	Completed on time
Value Added to Trade	SKIDMORE, Robert	DECI/SEC	2021-12-31	2022-06-30	Completed on time
Supporting Indian trade and investment for Africa (SITA)	VENUPRASAD, Govind	DCP/OAP	2021-12-31	2022-06-30	Completed on time
SheTrades	ZALESKI MORI, Anna	DSIT/WYVC	2021-12-31	2022-06-30	Completed on time
GreenToCompete (G2C)	BATALHONE, Ana Patricia	DSIT/GIVC	2021-12-31	2022-06-30	Completed on time
Export strategy design and management	SAID, Anton	DMD/RSE	2021-12-31	2022-06-30	Completed on time
Global: A pilot approach to enhancing capacity of cooperatives for sustainable coop-to-coop trade	GOEL, Aman	DECI/IE	2021-12-31	2022-06-30	Completed on time
ITC's contribution to the AfCFTA	DIALLO, Aissatou	DCP/OA	2021-12-31	2022-06-30	Completed on time
Trade Facilitation	BONTHONNEAU, Pierre	DMD/TFPB	2021-12-31	2022-06-30	Completed on time

Title	Developer/Manager	Section	Project End Date	PCR Due Date	PCR status
Trade for Sustainable Development (T4SD) - Database	WOZNIAK, Joseph	DSIT/GIVC	2021-12-31	2022-06-30	Completed on time
Support Trade Negotiations	AGGARWAL, Rajesh	DMD/TFPB	2021-12-31	2022-06-30	Completed on time
Bolivia: Supporting trade capacities of SMEs	ALARCON, Rene	DCP/OLAC	2021-12-31	2022-06-30	Completed on time
I 4 IMPACT (AIM): Improving institutional performance for SME internationalization	MARX, Saskia	DECI/IE	2021-12-31	2022-06-30	Completed on time
SheTrades Gambia	MAYER-BESTING, Elena	DCP/OA	2021-12-31	2022-06-30	Completed on time
Youth & Trade: Entrepreneurship and Employability	CORDOBES, David	DSIT/WYVC	2021-12-31	2022-06-30	Completed on time
Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle »	CIPRIANI, Simone	DSIT/WYVC	2022-02-17	2022-08-17	Completed on time
State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels	BESEISO, Eman	DCP/OMENA	2022-02-28	2022-08-28	Completed on time
Alliances for Action: Coffee Guide	MACOLA, Giulia	DSIT/GIVC	2022-02-28	2022-08-28	Completed on time
Economic Partnership Agreements (EPAs) worldwide and rules of origin	PICHOT, Xavier	DMD/TMI	2022-02-28	2022-08-28	Completed on time
SheTrades Rwanda	KRISTY, Michelle Ayu	DSIT/WYVC	2022-02-28	2022-08-28	Completed on time
The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees	SALLAH, Baboucarr	DCP/OA	2022-03-17	2022-09-17	Completed on time
Lesotho: Empowerment of public and private stakeholders on the implementation of NES Roadmap	AZATYAN, Lida	DCP/OA	2022-03-31	2022-09-30	Completed on time
SheTrades Commonwealth Programme	BALFE, Simon	DSIT/WYVC	2022-03-31	2022-09-30	Completed on time
Chile: Enabling policymakers to evaluate new trade agreements	SPIES, Julia	DMD/TMI	2022-03-31	2022-09-30	Completed on time
The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions	SALLAH, Baboucarr	DCP/OA	2022-03-31	2022-09-30	Completed on time
Tunisia: E-Commerce for Women Entrepreneurs	CHAKER, Mehdi	DCP/OMENA	2022-04-04	2022-10-04	Completed on time
Lebanon - E-Commerce for Women Entrepreneurs	CHAKER, Mehdi	DCP/OMENA	2022-04-30	2022-10-30	Completed on time
Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF)	HEISIG, Simon	DECI/SEC	2022-02-28	2022-10-31	Completed on time
The Gambia - Building resilience of vulnerable communities	MOSER, Raimund	DCP/OA	2022-05-31	2022-11-30	Completed on time
Textile and Apparel Network for Africa (TANA)	BATALHONE, Ana Patricia	DSIT/GIVC	2022-05-31	2022-11-30	Completed on time
Haiti: Feasibility study exports of mango, horticulture and cereals	URRUTIGOITY, Matias	DCP/OLAC	2022-06-30	2022-12-30	Completed on time
Fibre, Clothing, Textiles: Developing a more resilient and fairer post COVID-19 value chain governance structure for T+C	KNAPPE, Matthias	DECI/SEC	2022-06-30	2022-12-30	Completed on time
Trade for Sustainable Development (T4SD)	WOZNIAK, Joseph	DSIT/GIVC	2022-06-30	2022-12-30	Completed on time

Annex 7: Projects that should be submitting a Project Completion Report in 2023

Title	Developer/Manager	Section	End Date	PCR due date
Colombia PUEDE: Peace and unity through productive development and commercialization	ESCOBAR PARRA, Nicolas	DCP/OLAC	17/12/2022	17/06/2023
The Gambia: Build 4 Good	TOURAY, Modou	DCP/OA	25/12/2022	25/06/2023
Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database	WOZNIAK, Joseph	DSIT/GIVC	31/12/2022	30/06/2023
Conducive policy and regulatory environment: Trade facilitation	GUICOVSKY LIZARRAGA, Ezequiel	DMD/TFPB	31/12/2022	30/06/2023
ONE TRADE AFRICA: Connecting the African business community with the AfCFTA	DIALLO, Aissatou	DCP/OA	31/12/2022	30/06/2023
Inclusive trade: Youth and Trade initiative	CORDOBES, David	DSIT/WYVC	31/12/2022	30/06/2023
Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities	MIMOUNI, Mondher	DMD/TMI	31/12/2022	30/06/2023
Green Trade	BATALHONE, Ana Patricia	DSIT/GIVC	31/12/2022	30/06/2023
Global: Digital connectivity and trade (Switch ON)	HOWE, James	DECI/SEC	31/12/2022	30/06/2023
Business, trade and market intelligence: SME Competitiveness Survey and Outlook	ROLLO, Valentina	DMD/RSE	31/12/2022	30/06/2023
Supportive business ecosystem: Institutions and Ecosystems for Business Support	MARX, Saskia	DECI/IE	31/12/2022	30/06/2023
Sustainable and resilient value chains	SKIDMORE, Robert	DECI/SEC	31/12/2022	30/06/2023
Alliances for Action: Coffee Network	MACOLA, Giulia	DSIT/GIVC	30/12/2022	30/06/2023
Conducive policy and regulatory environment: Strategy	SAID, Anton	DMD/RSE	31/12/2022	30/06/2023
Inclusive trade: SheTrades initiative	FESSEHAIE, Judith	DSIT/WYVC	31/12/2022	30/06/2023
Vulnerable Migration and Forced Displacement	SCHLINDER, Katherine	DSIT/WYVC	31/12/2022	30/06/2023
Conducive policy and regulatory environment: Trade negotiations and policy reform	ROURE, Jean-Sebastien	DMD/TFPB	31/12/2022	30/06/2023
Egypt: SheTrades (AfTIAS)	CHAKER, Mehdi	DCP/OMENA	31/12/2022	30/06/2023
Libya: Increasing trade transparency through the EuroMed Trade Helpdesk	ROBIN, Elodie	DMD/TMI	31/12/2022	30/06/2023
Liberia: Developing the tourism sector with a focus on surfing and destinations	HABTEMARIAM, Akiile	DCP/OA	31/12/2022	30/06/2023
SheTrades: Trade Impact Group - WTO	FESSEHAIE, Judith	DSIT/WYVC	31/12/2022	30/06/2023
SheTrades Morocco	CHAKER, Mehdi	DCP/OMENA	31/12/2022	30/06/2023
Business, trade and market intelligence: Artificial Intelligence	AMURGO PACHECO, Alberto	DMD/RSE	31/12/2022	30/06/2023
Trade Training Hub (TTH)	OYIOLO, Julia	DMD/OD	31/12/2022	30/06/2023
South-South: Indian trade and investment in the AfCFTA	VENUPRASAD, Govind	DCP/OAP	31/12/2022	30/06/2023
EU-EAC Market Access Upgrade Programme - MARKUP	MUSA, Taurai Kevin	DCP/OA	28/01/2023	28/07/2023
Guinea: Relance de la filière ananas (REFILA)	BEFECADU, Yared	DCP/OA	31/01/2023	31/07/2023
Micronesia: Coconut Export Strategy	ROBERGE, Charles	DMD/RSE	14/02/2023	14/08/2023
SheTrades and UPS	ZALESKI MORI, Anna Claudia	DSIT/WYVC	28/02/2023	28/08/2023
Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA)	LOR, Charles	DECI/SEC	28/02/2023	28/08/2023
Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages	DAIRON, Emilie	DCP/OAP	28/02/2023	28/08/2023
PNG: UK Trade Partnerships Programme	SARDA SOUCKOVA, Jarmila	DECI/SEC	31/03/2023	30/09/2023
Qatar: Export Acceleration Programme II	STOIAN, Valeriu	DECI/SEC	31/03/2023	30/09/2023
Côte D'Ivoire: UK Trade Partnerships Programme	AZO, Ludmila	DCP/OA	31/03/2023	30/09/2023
Zimbabwe: UK Trade Partnerships Programme	MUDUNGWE, Nicholas	DSIT/GIVC	31/03/2023	30/09/2023
CARIFORUM: UK Trade Partnerships Programme	LOR, Charles	DECI/SEC	31/03/2023	30/09/2023

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Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP)	STOIAN, Valeriu	DECI/SEC	31/03/2023	30/09/2023
Non-ODA: UK Trade Partnerships Programme	LOR, Charles	DECI/SEC	31/03/2023	30/09/2023
Ghana: UK Trade Partnerships Programme	ANGELUCCI, Federica	DSIT/GIVC	31/03/2023	30/09/2023
The Gambia: Youth empowerment project (YEP)	CHRIST MENDES SILVA, Carolina	DCP/OA	31/03/2023	30/09/2023
Cameroon: UK Trade Partnerships Programme	SARDA SOUCKOVA, Jarmila	DECI/SEC	31/03/2023	30/09/2023
SheTrades Connect (Japan)	ZALESKI MORI, Anna Claudia	DSIT/WYVC	31/03/2023	30/09/2023
SheTrades Commonwealth +	KRISTY, Michelle Ayu Chinta	DSIT/WYVC	31/03/2023	30/09/2023
SheTrades Mauritius	KRISTY, Michelle Ayu Chinta	DSIT/WYVC	31/03/2023	30/09/2023
GreenToCompete: Innovative solutions for environmental sustainability of SMEs	BATALHONE, Ana Patricia	DSIT/GIVC	31/03/2023	30/09/2023
The Gambia: Improving skills and employment opportunities for youth and women	LOUZADA ALARCAO SOBRAL, Mayara	DSIT/WYVC	31/03/2023	30/09/2023
Global: Improving readiness to comply with trade regulations - a self-assessment tool	BENZAKRI, Abdellatif	DMD/TMI	31/03/2023	30/09/2023
Global: Sustainable E-commerce Development for MSMEs	MAO, Tianyu	DCP/OAP	31/03/2023	30/09/2023
Madagascar: UK Trade Partnerships Programme	CLEMENT, Delphine	DECI/SEC	31/03/2023	30/09/2023
Trade Intelligence: UK Trade Partnerships Programme	LORIDAN, Mathieu	DMD/TMI	31/03/2023	30/09/2023
Comoros: UK Trade Partnerships Programme	GRANFAR, Ramin	DCP/OA	31/03/2023	30/09/2023
Fiji: UK Trade Partnership Programme	SARDA SOUCKOVA, Jarmila	DECI/SEC	31/03/2023	30/09/2023
St. Lucia: Strengthening the institutional infrastructure for export promotion	URRUTIGOITY, Matias	DCP/OLAC	31/03/2023	30/09/2023
Improving transparency in trade through market analysis tools as a global public good	ROBIN, Elodie	DMD/TMI	02/04/2023	02/10/2023
Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO)	DIALLO, Aissatou	DCP/OA	02/04/2023	02/10/2023
The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers	CHRIST MENDES SILVA, Carolina	DCP/OA	14/04/2023	14/10/2023
Bhutan: Implementing support for Brand Bhutan among MSMEs	TIRRITO, Chiara	DECI/SEC	30/05/2023	30/11/2023
Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar)	DAIRON, Emilie	DCP/OAP	25/06/2023	25/12/2023
CEFTA - Support to regional integration	ROURE, Jean-Sebastien	DMD/TFPB	30/06/2023	30/12/2023
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II	CASTRO RODRIGUEZ, William	DCP/OLAC	30/06/2023	30/12/2023
The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge	KEITA, Yusupha	DCP/OA	30/06/2023	30/12/2023
The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth	CHRIST MENDES SILVA, Carolina	DCP/OA	30/06/2023	30/12/2023
Sri Lanka: Trade Facilitation for SMEs	AL TALI, Raghad	DMD/TFPB	30/06/2023	30/12/2023
Tunisia: Market Intelligence within CEPEX	CHAKER, Mehdi	DCP/OMENA	30/06/2023	30/12/2023
Guinea: Improving sustainable livelihoods for border communities	DIALLO, Hamadoun	DCP/OA	30/06/2023	30/12/2023
Tanzania: Kigoma Joint Programme under UNDAF II	AZATYAN, Lida	DCP/OA	30/06/2023	30/12/2023
AfCFTA: Identifying sustainable regional value chains at continental scale	HERMELINK, Ursula	DMD/TMI	02/08/2022	02/02/2023
Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions	DARD, Raphael	DMD/OD	31/08/2022	28/02/2023
Somalia: Economic self-reliance through digital work for displacement affected communities	NOGAMI, Ikuru	DCP/OD	31/08/2022	28/02/2023

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Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative)	MUKAI, Chloe	DSIT/WYVC	28/09/2022	28/03/2023
Bhutan Trade Support	COCHIN, Sylvie	DCP/OAP	30/09/2022	30/03/2023
Middle East and North Africa: E-commerce Acceleration Programme	BOULELOUAH, Abdelbasset	DECI/SEC	31/10/2022	30/04/2023
SheTrades: Empowering African women through e-commerce	FESSEHAIE, Judith	DSIT/WYVC	31/10/2022	30/04/2023
Investment Facilitation for Development	ZHAO, Quan	DMD/TFPB	30/11/2022	30/05/2023
Strengthening Responsible Business Conduct through due diligence and alignment of SMEs	WOZNIAK, Joseph	DSIT/GIVC	30/11/2022	30/05/2023
Uganda: Handicraft and Souvenir Development Project (HSDP)	GRANFAR, Ramin	DCP/OA	07/12/2022	07/06/2023