



International  
Trade  
Centre

2023

2024

2025

2026

2027

# 2025-2026 EVALUATION WORK PROGRAMME

FEBRUARY 2025

INDEPENDENT EVALUATION UNIT  
INTERNATIONAL TRADE CENTRE  
GENEVA, SWITZERLAND

# CONTENT

A.	IEU-managed evaluations .....	1
A.1.	New evaluations starting in 2025.....	1
A.2.	Prospective evaluations plan for 2026 .....	2
A.3.	Ongoing independent evaluation processes to be completed in 2025 .....	3
A.4.	Sustainability Reviews .....	3
B.	Advisory services .....	3
B.1.	Project-managed self-evaluations.....	3
B.2.	Funder-led evaluations and results-oriented reviews .....	4
B.3.	Project Completion Reports.....	5
C.	Access to evaluative evidence and fostering its use .....	5
C.1.	Annual evaluation synthesis .....	5
C.2.	Other evaluative-related knowledge management products.....	6
C.3.	Evaluation results' validation and intake meetings .....	6
C.4.	Dissemination and access to evaluation results .....	6
C.5.	Evaluation recommendations and Management Responses .....	7
C.6.	Evidence gaps map and repository .....	7
D.	Organizational evaluation culture and standards .....	7
D.1.	Evaluation policy 2025 .....	8
D.2.	Evaluation guidance .....	8
D.3.	Building project-level evaluability conditions .....	8
D.4.	ITC staff's capacities on evaluation .....	8
E.	External engagement and corporate reporting .....	9
E.1.	External engagements .....	9
E.2.	External evaluation of ITC - 2026 .....	11
E.3.	Corporate reporting .....	11
F.	Budget .....	12
Annex I.	ITC's evaluations portfolio: 2025 planning and 2026 prospective .....	13

## Introduction

1. According to the 2015 [ITC Evaluation Policy](#), “the Independent Evaluation Unit (IEU) will update each year the work programme for the current year, including a budget, and a prospective plan for the second year”. Consequently, the IEU prepared this 2025-2026 Evaluation Work Programme (EWP), which is organized by the following workstreams:
  - a. the IEU-managed **evaluations portfolio** expected;
  - b. the **technical assistance** and advisory services to be provided to ITC’s Sections managing self-evaluations or participating in funder-led evaluations and external reviews;
  - c. products and activities related to **evaluative evidence dissemination and accessibility**, including the annual evaluation **synthesis** of findings from completed exercises;
  - d. the necessary efforts for ITC to constantly enhance its **evaluation culture and capacities** to be abreast of the international norms and standards and their application; and
  - e. the **evaluation function’s external engagement** with the UN system on evaluation matters and the UN-related **corporate reporting** of the evaluation function.
2. As requested, the EWP provides a **budget** allocation for the current year, detailed by products.
3. The draft EWP is submitted to ITC’s Senior Management Committee (SMC) to discuss feedback on priorities and endorsement.

### A. IEU-managed evaluations

4. According to the Evaluation Policy, the IEU shall deliver a mix of evaluation products, including independent evaluations. The planning below reflects ITC’s accountabilities and commitments with funders and partners, as well as the outcomes of a priority-setting consultation process conducted across programmatic and geographical Divisions and the Strategic Planning Section under harmonized evaluation coverage criteria.<sup>1</sup>
5. **Annex I** visualizes the evaluation portfolio and timeline for 2025, including a prospective plan of evaluations to be launched in 2026.

#### A.1. New evaluations starting in 2025

6. The following IEU-managed evaluations are planned for 2025:
  - a. The final evaluation of the *Netherlands Trust Fund (NTF) V Programme: A New Netherlands and ITC Partnership to Generate Long-term Socioeconomic Impact*, a **multi-country programme** (Ethiopia, Ghana, Senegal, Benin, Côte d’Ivoire, Mali, and Uganda) implemented in collaboration with the Dutch Centre for the Promotion of Imports from Developing Countries (CBI) and funded by the Ministry of Foreign Affairs of the Netherlands with a total budget of USD 15 million. The evaluation will assess the programme's performance across its seven projects. [[2025 Q1 and Q2](#)].
  - b. The **UN-joint evaluation** of the *Addressing the drivers and causes of vulnerability in migration among border communities along the Trans-Gambia transport corridor* joint

---

<sup>1</sup> Evaluation coverage criteria used: a) critical or uncovered areas aligned with strategic priorities; b) evidence gaps identified and learning blind-points for better understanding on performance; c) validation of intervention models before replication or scaling-up; d) accountability commitments with funders; and e) joint evaluation opportunities.

project in The Gambia lead by ITC and implemented in conjunction with IOM, UNDP and UNICEF. With the Ministry of Trade, Industry, Regional Integration (MoTIE) and the Ministry of Interior (Mol) as key partners, the project is a pilot initiative with potential for replicability aiming at mitigating the migration challenges along the Senegambia bridge by enhancing border posts to pre-empt vulnerability situations, strengthening border authorities' capacities, and increasing rights awareness and skills among women and youth. [2025 Q1 and Q2].

- c. The **thematic evaluation** of ITC's offering in quality. This exercise seeks to assess the work carried out by all sections and divisions of ITC in fostering quality infrastructure and networks in developing and transition countries; improving the quality offerings of standards bodies, national/regional laboratories, and other business support organizations (BSOs); and implementing quality protocols and promoting the adoption of quality certifications by SMEs. This evaluation will allow ITC to document best practices and enhance its service delivery in this crucial area for SME competitiveness and access to global markets. [2025 Q2 and ongoing in 2026]
- d. The final evaluation of the *Promoting new non-traditional exports (NEXT Ecuador)* **project** in Ecuador. This 4-year project funded by the EU DG-INTPA (USD 4.08 million) aims to boost rural incomes by enhancing small-scale farmers' participation in export markets. It targets 15 groups of small tropical and exotic fruit producers across rural provinces. [2025 Q3 and ongoing in 2026]

## A.2. Prospective evaluations plan for 2026

7. As for the consultations on prioritization conducted, the following IEU-managed evaluations are estimated to be conducted in 2026. For strategic or thematic evaluations, the demanding preparative work to shape the boundaries of the evaluand and drafting of the TOR might begin in Q4 2025 so that results are available no later than the end of 2026.
  - a. The **corporate evaluation** of ITC's country-based management, delivery models in terms of coherence and coordination across projects at country —and potentially regional— level, and its alignment and engagement with national partners priorities and the UN Cooperation Framework as intended in the ITC Country Engagement Strategy (CES). By taking stock of best practices and past lessons, the evaluation's intended use is to provide evidence to inform ITC efforts in moving from a project mindset to a country portfolio mindset, improve collaboration and joint delivery at the country level, harmonize and ensure sustainability of country-based interventions, and review and expand funding models.
  - b. The **midterm evaluation** of the *Sustainable Business for Uganda 2.0 - Trade and Investment Development* **project** in Uganda agreed with the European Union Delegation. This is a four-year project aiming at facilitating and promoting inclusive sustainable and green trade and investment between Uganda and the European Union where ITC is responsible for five of the six outputs encompassing policy and investment frameworks, trade competitiveness capacities and facilitation tools, quality compliance and standards in selected value chains, and e-commerce ecosystem (BSOs and MSMEs).
8. This prospective plan for 2026 will be updated by the end of 2025 to capture further emerging needs and requirements.

### A.3. Ongoing evaluation processes to be completed in 2025

9. Four evaluation processes are expected to be completed in 2025. In all cases, evaluation reports were completed in 2024, while the respective **Management Responses** to the recommendations will be approved in early 2025.
  - a. Evaluation of ITC's Work on Agricultural Value Chains
  - b. Final Evaluation of the Systematic Mechanism for Safer Trade (SYMST) Project
  - c. Midterm evaluation of the Netherlands Trust Fund (NTF) V Programme.
  - d. Evaluation of ITC's Ethical Fashion Initiative
10. The IEU will assist the ITC sections involved in those topics and projects in preparing the action points, identifying responsible and contributing sections, and setting an appropriate timeline for implementing the recommendations.
11. The Management Responses will be circulated and made **publicly available** on the Evaluation site on the ITC website. The key findings of evaluations and corresponding Management Responses will be **presented to the SMC** for discussion by the IEU and the leading section responsible for implementing the recommendations.

### A.4. Sustainability Reviews

12. In addition to evaluations, the IEU conducts Sustainability Reviews (SRs) to assess the sustainability of projects (typically 3-4 years after closure) along four key dimensions: value-addition, outcomes, impact, and context.
13. In 2025 and 2026, the IEU will explore the elaboration of one SR per year. The project or programme assessed will be selected in consultation with the programmatic and geographic Divisions, the Strategic Planning, Performance and Governance (SPPG) section, and Senior Management.

## B. Advisory services

14. The IEU is responsible for guiding and technically assisting all ITC's sections and/or project managers conducting self-evaluations and/or participating in external evaluations or reviews commissioned by funders to assess ITC projects and programmes.

### A.5. Project-managed self-evaluations

15. For 2025, the IEU is expected to technically assist the respective intervention's implementing section and quality review the following self-evaluations:
  - a. Final self-evaluation of the *Uganda: Youth Startup Academy in Africa* project funded by the Korea SMEs and Startups Agency (KOSME), a 3-year project with a budget of USD 3.98 million. (C026)
  - b. Final self-evaluation of *Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO)*, a project lasting 4 years and 9 months funded by EU DG-INTPA with a budget of USD 7.22 million. (B461)
16. Following further decisions among project managers, partners, and funders, additional self-evaluations might be identified during the rollout of the Evaluation Work Programme.

## A.6. Funder-led evaluations and results-oriented reviews

17. According to information made available in project evaluation plans, the following **evaluations commissioned by funders** to assess ITC interventions are expected to be completed or launched in 2025 and 2026:

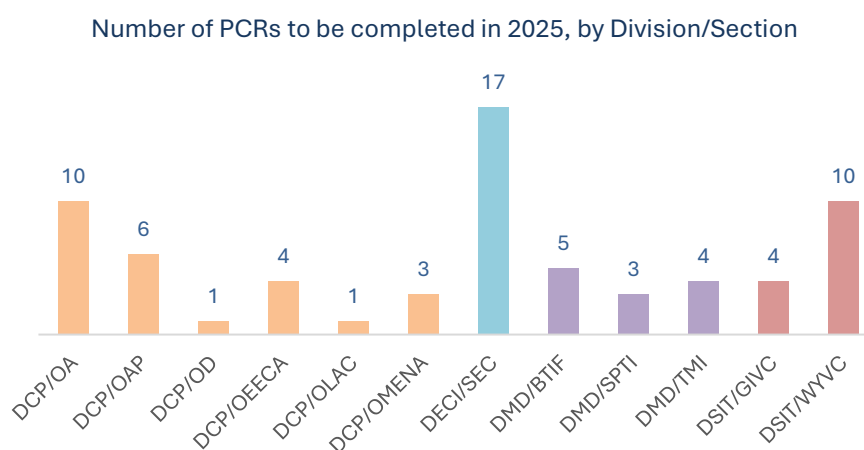
Project Title and (ID)	Budget	Notes
<b>Year 2025</b>		
South Sudan: Jobs creation and trade development (B910)	5.49m	Funded by DG-INTPA, the EU's 2024–2025 evaluation covered its initiatives in the country, including this project. The final report is expected in 2025.
Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	24.64m	The project is funded by the EU. The final evaluation will take place in 2025, and an OIOS mission will also occur in 2025.
Ghana: Developing cocoa and associated crops through the Sankofa project empowered by Alliances for Action (B766)	1.66m	Funded by Max Havelaar and Halba. Fairtrade Africa will lead the evaluation of the multi-stakeholder Sankofa project, including ITC's interventions.
The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)	499.80K	To be confirmed if the final evaluation is to be conducted by UNFPA in 2025 or 2026.
The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)	750,00k	Funded by UNPBF. To be confirmed: if the final evaluation will start in 2025 or 2026.
<b>Year 2026</b>		
Guinée: Programme d'appui à l'emploi par le développement du secteur privé et à l'industrie   TRANSFORM (C247)	10.34m	Midterm evaluation in 2026 funded by the EUD.
ECOWAS: Africa Trade Competitiveness and Market Access / ATCMA (C315)	22.96m	Midterm evaluation in 2026 funded by the EU
COMESA: Africa Trade Competitiveness and Market Access / ATCMA (C205)	12.7m	Midterm evaluation in 2026 funded by the EU
Uganda: Sustainable Business for Uganda 2.0 - Trade and Investment Development (C283)	27.69m	Midterm evaluation in 2026 funded by the EU

18. Upon request of the project team, the IEU will guide project managers through the **Results Oriented Monitoring (ROM) reviews**<sup>2</sup> commissioned by the funders by:
- providing information sessions tailored to the ROM process, indicating what is expected from the project team and what to expect at each stage of the ROM Review process;
  - advising on how to engage during the end-of-mission stage, where ROM external experts provide recommendations to improve intervention implementation;
  - providing feedback on the draft ROM review report, including their recommendations, to support the project team to feedback in a constructive and useful manner; and
  - sharing lessons learned from other projects that had experienced a ROM review process.

<sup>2</sup> The **ROM review** is one of the three services of the [Results Oriented Monitoring](#) (ROM) system, the external monitoring system of the European Commission. A ROM review provides an external assessment of an ongoing intervention based on a standardized set of monitoring questions linked to eight criteria.

## A.7. Project Completion Reports

19. During 2025, SPPG anticipates receiving 68 project completion reports (PCRs) aligned with project end dates. This figure will be regularly updated (and potentially reduced) due to changes in project timelines.
20. The completion status of PCRs by Section/Division is closely monitored by SPPG and presents this information to senior management as part of the Corporate Quarterly Reporting, ensuring continuous oversight and accountability.



21. The IEU will support the utility of these end-of-project reporting exercises by preparing and circulating back to project teams an 'Operational Lessons Learned brief' synthesizing their aggregated self-reflections emerging from all PCRs received (see C.2).

## C. Access to evaluative evidence and fostering its use

22. The IEU uses multiple channels and products to make the evaluation results available and accessible to ITC's decision makers, from senior management to project managers. Within this goal, the IEU produces knowledge management-related products yearly where evaluation results are synthesized for better intake across ITC. In 2025, the IEU will also start developing an evidence gap map (EGM) where reports will be accessible by ITC's strategic goals and interventions' approach/type. Finally, as part of the 'fostering use' workstream, the IEU will ensure key ITC sections and partners discuss preliminary findings and recommendations with the evaluators to maximize its relevance and utility. It will also quality-assure the Management Responses to IEU-managed evaluation recommendations. Their implementation will be biannually tracked and reported.

## A.8. Annual evaluation synthesis

23. The 2025 Annual Evaluation Synthesis Report (AESR) will capture and synthesize findings and lessons from the following evaluations and reviews completed in 2023<sup>3</sup> and 2024: seven IEU-managed evaluations; five ITC's project-managed self-evaluations; ten funder-commissioned external evaluations; and twelve Results-Oriented Monitoring (ROM) reviews commissioned by the European Union.

<sup>3</sup> Findings from the evaluation reports completed in 2023 were not synthesized in the 2024 AESR as it was dedicated to the midterm evaluation of the ITC's Strategic Plan 2022-2025.

24. Continuing the approach initiated in 2022, synthesis will be organized against the main dimensions of the current ITC Strategic Plan and the DAC criteria (relevance, efficiency, etc.).
25. Each AESR is also informed by and builds on findings from previous AESRs. As the 2025 AESR is the last one during ITC's Strategic Plan 2022-2025 cycle, it will provide a 'lessons learned trend' to inform the development of the next Strategic Plan 2026-2029 drafted in 2025.
26. The AESR's key results and lessons learned will be presented to ITC Member States and discussed at the annual Joint Advisory Group (JAG) meeting.

#### A.9. Other evaluative-related knowledge management products

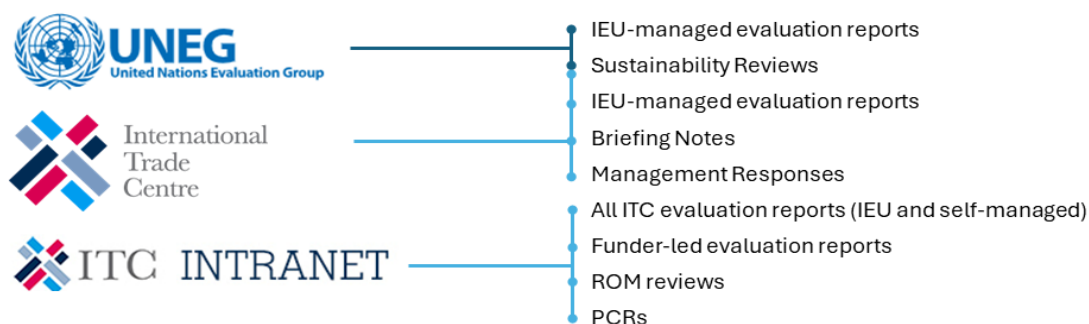
27. Operational lessons emerging from the 'Lessons Learned' section of PCRs submitted during 2024 will be synthesized and disseminated as a standalone product.<sup>4</sup>
28. In addition to the AESR, the IEU will make itself available for the preparation of ad-hoc thematic-related synthesis responding to specific demands and needs from programmatic sections (see also Evidence Gaps Map in point C.6 below)

#### A.10. Evaluation results' validation and intake meetings

29. At the project level - For each IEU-managed evaluation, a **validation workshop** will be systematically organized with ITC-relevant sections, the external evaluator(s), and partners as needed to discuss preliminary findings. Organized before a fully drafted version of the report is disclosed, those meetings are proving to be helpful to ensure the accuracy of findings and the relevance recommendations, as well as to increase the ownership of the evaluation results and everyone's commitment with application of recommendations.
30. At senior managers level - Results of each completed IEU-managed evaluation and its corresponding ITC's Management Response will be **presented at the SMC** for discussion, contributing to a wider programmatic use of evaluation results and senior manager's commitment with the follow-up of the recommendations implementation.

#### A.11. Dissemination and access to evaluation results

31. Evaluation products for dissemination – An **evaluation report** with an **executive summary** will be produced for all completed IEU-managed and self-evaluations evaluations. Specifically for IEU-managed ones, **ITC's management response** to the evaluation recommendations and a **communication brief** (2-3 pages) distilling the main results and recommendations will also be available for wider dissemination and transparent access to evaluation results.



<sup>4</sup> First launched in 2023, this product used to be an annex of the AESR. As standalone product to be circulated starting this year, it is expected to increase its visibility and accessibility for target users: the project teams.



32. External publishing - All IEU-managed quality-assured evaluation reports and related products (communication briefs, Management Responses) will be publicly available at the [ITC website](#) and [the ITC's member page of the UNEG](#) repository.
33. Internal dissemination - All evaluation reports linked to specific projects or programmes, including funder-led evaluations and ROMs, should be internally uploaded to ITC's intranet [Project Portal Database](#) by the project team to ensure the dissemination of evaluation results, lessons learned and recommendations for ITC future interventions. This will also allow all project evaluation reports to be reflected in the [Data Visualization management dashboard](#) for chiefs to overview of all evaluations per division and section for management purposes.

#### A.12. Evaluation recommendations and Management Responses

34. Recommendations from each IEU-managed evaluation - In 2025, the IEU will focus on enhancing the relevance and utility of evaluation results by fostering and anticipating a close dialogue with stakeholders through validation workshops during the analysis and reporting stage of the evaluation process. Additionally, the IEU will support concerned sections in developing high-quality management responses and appropriate follow-up actions.
35. The IEU will also continue to track the implementation status of accepted / partially accepted recommendations from independent evaluations biannually. This information is accessible on the [Independent Evaluation Unit page](#) of the Project Management Guidelines.
36. Recommendations from the annual evaluation synthesis – Since 2017, the implementation of AESR's recommendations are being followed-up and reported by the IEU in the next AESR. For 2025, the IEU will continue to work with SPPG and other relevant sections to follow up on the status of any recommendations pending implementation.

#### A.13. Evidence gaps map and repository

37. In 2025, the IEU will start developing its evidence gaps map (EGM). An EGM visually represents a data-based overview of existing completed quality-assured evaluations and reviews reports grouped by type of intervention and programmatic area covered. The aim of the EGM is twofold:
  - a. First, to facilitate project teams in identifying, accessing, and considering past evaluation evidence (findings, lessons, recommendations) during the project management cycle by topics of interest (*first layer of use*). Once relevant reports are identified, and on-demand, the IEU will be able to produce a tailored synthesis to help the client section digest and integrate past evidence in their work, e.g. in drafting a sound evidence-linked lessons learned section during the project design (*second layer of use*).
  - b. Secondly, areas with evidence gaps can be considered when prioritizing future evaluation agendas to help the IEU in its evaluation planning and decision-making.

## D. Organizational evaluation culture and standards

38. According to the Evaluation Policy, the IEU shall promote an evaluative-based learning culture at ITC. In addition to the above-mentioned products and activities, corporate-level efforts will be made during 2025 for ITC's evaluation function to increasingly strengthen a corporate evidence-based project management cycle and senior management-informed decision-making processes.

#### A.14. Evaluation policy 2025

39. Based on a draft elaborated by the IEU during 2024, the new policy will be completed in 2025 following a consultation process with ITC's relevant sections and Senior Management. The updated Evaluation Policy will replace the one approved in 2015. Its final version will be submitted to SMC and the Senior Management for its approval, with a presentation to member states at the JAG and publication as final steps. Communication briefs and meetings will be organized to raise awareness across ITC on the purpose of the Evaluation Policy and the most relevant updates.

#### A.15. Evaluation guidance

40. Similarly, the ITC evaluation guidelines and the corresponding toolkit will also be updated in 2025. The drafting process will start in Q2 2025, and final version is expected by the end of 2025.

#### A.16. Building project-level evaluability conditions

41. In addition to ad-hoc supporting services to project managers related to baseline and M&E frameworks designing—which is done on demand in conjunction with the relevant SPPG teams—, this workstream aims to **harness the synergies between planning, monitoring and the evaluation functions** to create the right evaluation conditions by advising on evaluation planning and budgeting, and contributing to prepare the frameworks and tools necessary to ensure the quality and timely of the monitoring data needed for future evaluations.
42. **Evaluation plan and budgeting.** In coordination with SPPG and the Project Design Task Force (PDTF), the IEU will follow evaluation plans and the appropriate budgeting of evaluation costs done by project managers at the project planning and preparatory stages. It will also make itself available to advise as needed.
43. **Baselines.** Following the work initiated in Q4 2024, the IEU will continuously support the development of the baseline study of the European Union-East African Community Market Access Upgrade Programme (EU-EAC MARKUP II) Project. [At the Inception Report stage]
44. **Monitoring framework.** Following the work initiated in Q4 2024 and as part of the [Project Management Guidance](#) package, the IEU will continue to contribute to the new monitoring framework, guidance, and corresponding tools to be developed by SPPG during 2025. From an evaluative perspective, the aim is to harness the synergies between planning, monitoring, and evaluation functions to enhance the quality and timeliness of data collection and availability and create the right conditions for future evaluations.
45. In 2025, the IEU will support ITC's accreditation process to the Green Climate Fund (GCF) regarding the evaluation items and will integrate further adaptations for ITC to manage GCF-funded projects as an Accredited Entity.

#### A.17. ITC staff's capacities on evaluation

46. As part of their professional development, the IEU staff will follow the **UNEG Evaluation Certificate Course** launched in October 2024. The objective of the course is to strengthen key evaluation-related competencies as identified in the [UNEG Evaluation Competency Framework](#) (ECF) to support the delivery and use of high-quality evaluations.
47. The **evaluation training course** developed by the IEU will remain available in the SME Trade Academy for project managers and technical staff with M&E responsibilities willing to

understand the foundations of the evaluation management processes in the UN. In addition, the IEU will work with HR's Learning and Development to reinstate the **training sessions on evaluation and PCRs**.

48. The **IEU ticket-based helpdesk** will also be a resource for project teams seeking guidance on evaluation planning and budgeting at the project design and real-time support when managing self-evaluations or participating in funder-led evaluations and ROM reviews.
49. Based on feedback received, the IEU will continuously update the guidance and resources available related to evaluation in the [Project Management Guidelines](#), where project managers can find information on [midterm](#) and [final evaluations](#), as well as answers to more recurrent questions received from the ITC sections in the form of [FAQs](#). The 2-pagers briefs guiding the project managers' role in self- and funder-led evaluations and corresponding templates will be updated to align with the new Evaluation Policy and Guidelines.

## E. External engagement and corporate reporting

### A.18. External engagements

50. **United Nations Evaluation Group** - The IEU will participate in the United Nations Evaluation Group (UNEG) activities, [Working Groups](#), and Interest Groups to the extent possible. In 2025, ITC's evaluation function is expected to participate in the consultation process of the new UNEG Strategy 2025-2032.
51. In 2026, the IEU will also participate in the UN Evaluation Week, attending the Evaluation Practice Exchange (EPE) and Professional Development Seminar (PDS) seminars. It will also represent ITC interests and needs at the UNEG global meeting as it has regularly done, save for the COVID-19 pandemic, when meetings were held online.
52. **UN Sustainable Development Group System-Wide Evaluation Office** - The IEU will cooperate with the implementation of the recently approved [UNSDG System-Wide Evaluation System Policy](#) by engaging in activities and/or considering the results of exercises conducted by the UNSDG System-Wide Evaluation Office (SWEO) to the extent possible.
53. During 2025, the IEU will continue collaborating with the Division of Country Programmes (DCP) to engage with the **system-wide evaluation on progress towards a new generation of UN Country Teams** (UNCTs) launched in 2024 by the SWEO. The IEU has been and will continue to support the Director of DCP and the Associate Programme Officer (OD/DCP), the designated senior manager, in engaging with the SWEO and focal point to facilitate ITC's engagement in the evaluation.
54. **The Global SDG Synthesis Coalition** - During 2025, and in coordination with SPPG and the Planning and Performance Team, the IEU will explore ITC's application as partner of [The Global SDG Synthesis Coalition](#)<sup>5</sup> which purpose is to generate syntheses organized around five SDG pillars so that lessons can inform action and acceleration of results towards achieving the SDGs. Two pillars are potentially of the interest of ITC: the Prosperity Pillar (SDG 7, 8, 9, 10 and 11) with UNIDO, ILO, UNDP and the CAF-Development Bank of Latin America and The Caribbean as current members; and the Partnerships Pillar (SDG 17), with UNDP and the government of Canada as current members.

<sup>5</sup> The Global SDG Synthesis Coalition brings together over 40 UN entities and over 50 Member States.

55. **Joint Inspection Unit** - The IEU serves as the designated Organizational Focal Point (FP) at ITC for matters concerning the Joint Inspection Unit (JIU). It facilitates cooperation between ITC and the JIU and provides support throughout various stages of the review process. In 2025, ITC will participate in the following 11 reviews (five ongoing and six newly launched):
- a. Review of Health Services in the United Nations system (A.471 - Technical FP HR/DPS).
  - b. Donor-led assessments of United Nations system organizations and other oversight-related requests from donors in the context of funding agreements and the United Nations single audit principle (A.474 – Technical FP FM/DPS).
  - c. Review of the implementation of the principle of mutual recognition within the United Nations system (A.475 - Technical FP CSS/DPS).
  - d. Review of policies and practices to prevent and respond to sexual exploitation and abuse (SEA) (A.476 - Technical FP HR/DPS with GDI/SPPG).
  - e. Review of the Ombudsman and Mediation function in the United Nations system organizations (A.477 - Technical FP ODED/OD with HR/DPS).
  - f. Review of the policies and practices for determining the rates of programme support costs in organizations of the United Nations system (A.479 - Technical FP FM/DPS).
  - g. Review of the Strategic Planning function in United Nations system organizations (A.480 - Technical FP SPPG/OED).
  - h. Review of recruitment policies and practices in United Nations system organizations (A.481 - Technical FP HR/DPS).
  - i. Travel arrangements in United Nations system organizations (A.483 - Technical FP CSS/DPS).
  - j. Review of data governance frameworks in United Nations system organizations (A.484 - Technical FP IT&S/DPS).
  - k. Review of the decentralized evaluation function in United Nations system organizations (A485 – Technical FP IEU/ SPPG).
56. The IEU will also coordinate ITC's engagement in preparing the **JIU Annual Programme of Work** by gathering input from ITC Senior Management on recommended topics and their prioritization and relaying this information to the JIU.
57. The IEU will collaborate closely with the **Business Transformation and Accountability Division** (BTAD) to coordinate JIU reviews on topics governed by Secretariat rules and regulations. These reviews are managed through BTAD or an appointed office to ensure alignment with Secretariat policies and effective integration into the JIU's broader analysis.
58. In 2025, the IEU will continue reporting on JIU recommendations addressed to ITC through the JIU web-based tracking system. This process is supported by contributions from ITC's Sections and staff members serving technical FPs.
59. Office of Internal Oversight Services - It is anticipated that the following publications to which the IEU contributed during 2024 will be made available on the [OIOS IED website](#) and [UNODS](#) during the first half of 2025:
- a. Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives for 2022-2023 (to be published 21 March 2025); and

- b. Thematic evaluation of United Nations Secretariat support to the Sustainable Development Goals.

#### A.19. External evaluation of ITC - 2026

- 60. The **Joint Inspection Unit (JIU)** has informed the IEU of its *tentative plan* to conduct a Management and Administration Review (MAR) of ITC in 2026. The MAR will independently assess ITC's organizational arrangements, processes, regulatory frameworks, and management practices to enhance efficiency and effectiveness in fulfilling ITC's mandate. It will identify areas for improvement and highlight key challenges.
- 61. The **ITC Focal Point (FP)** will facilitate the MAR as the primary liaison between JIU inspectors and senior management. This includes coordinating communication, ensuring relevant Divisions are informed, and managing data collection while ensuring compliance with confidentiality policies. The FP will handle scheduling and logistics, arrange meetings and site visits, review the draft report, and contribute to refining recommendations. Additionally, the FP will facilitate discussions on JIU recommendations and track implementation progress in collaboration with internal stakeholders.

#### A.20. Corporate reporting

- 62. **UN System-wide Action Plan on Gender Equality and Empowerment of Women** - The IEU will continue contributing to ITC's corporate reporting on its participation in the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW). As the Business Owner for Key Performance Indicator (KPI) 4 – Evaluation, the IEU conducted a meta-evaluation in 2024 and completed the United Nations Evaluation Group (UNEG) UN-SWAP Evaluation Scorecard to assess the independent evaluations completed during the year. The results demonstrated that KPI 4 exceeded requirements in 2024.
- 63. In 2025, the IEU will continue collaborating with the ITC Gender, Diversity, and Inclusion (GDI) Unit to ensure accurate and meaningful reporting during the transition to UN-SWAP 3.0 and the Secretary-General's System-Wide Gender Equality Acceleration Plan (GEAP).
- 64. **UN Disability Inclusion Strategy** - The IEU contributes to ITC's corporate reporting on ITC's implementation of the UN Disability Inclusion Strategy (DIS) through KPI 10 – Evaluation. As per the 2024 reporting, the ITC evaluation guidelines need to include guidance on addressing disability inclusion in the evaluation process to be considered as approaching the requirements outlined in the UNDIS Technical Note. The ITC evaluation guidelines will be updated in 2025 and will incorporate this requirement. The IEU will continue to support the implementation of the UNDIS in conjunction with the ITC Disability and Accessibility Focal Point.
- 65. **UN Youth Strategy** - The UN's engagement with and for young people aims to support their empowerment and ensure meaningful participation in global efforts to achieve the SDGs. In 2024, the IEU was designated as the focal point for the Evaluation Performance Indicator (KPI 6.4). According to the 2024 global progress report, ITC was recognized as one of the UN agencies with the most significant improvement in overall scores between 2021 and 2023. Looking ahead to 2025, the IEU will continue to support the implementation of UN Youth2030, with an increased focus on reporting the results of youth-mainstreaming activities found in evaluations.

## F. Budget

66. In addition to staff resources,<sup>6</sup> in 2025, the IEU will receive an annual Regular Budget (RB) allocation of USD 230,000. The indicative budget below covers the costs necessary to produce the evaluation function-related deliverables and carry out the planned tasks.

Indicative evaluation budget for 2025	IEU	Project
Final evaluation / NTF V programme		61,725
Joint evaluation of Migration MPTF The Gambia	34,100	10,000
Final evaluation of NEXT Ecuador	15,000	30,000
Thematic evaluation on ITC's offering in quality (first and second payment)	47,000	
AESR 2025 & EGM test	41,250	
AESR 2026 (first payment)	12,650	
Sustainability Review (first payment)	10,000	
UNEG	20,000	
Updating ITC's Evaluation Policy and new Guidelines	38,000	
Communication & dissemination products	12,000	
<b>Sub-Total (in USD)</b>	<b>230,000</b>	<b>101,725</b>
<b>Total (in USD)</b>	<b>331,725</b>	

<sup>6</sup> The staff resources of the IEU are one P4, one P3 (both RB-funded), one P2, and one part-time G5 (both PSC-funded).

## Annex I. ITC's evaluations portfolio: 2025 planning and 2026 prospective

	2025 planning				2026 prospective			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Independent evaluations</b> [IEU-managed]								
Final evaluation of NTF V programme	■	■						
UN-joint evaluation of Trans-Gambia joint programme MPTF	■	■						
Large-project evaluation NEXT Ecuador		■	■	■	■			
Programmatic evaluation of ITC quality offering			■	■	■	■	■	
Strategic evaluation of ITC country-based management					■	■	■	■
Midterm evaluation of Sustainable Business for Uganda 2.0					■	■	■	
<b>Self-evaluations</b> <sup>7</sup> [Project team-managed]								
Uganda Youth Startup Academy	■	■						
Senegal PACAO	Timeline tbc							
<b>Sustainability Reviews</b> (tbd)				■				■
<b>Annual Evaluation Synthesis Report (AESR)</b>	■	■			■	■		
<b>PCRs Operational Lessons Learned Brief</b>		■				■		

Additionally, during 2025 and 2026, ITC is expected to engage in the following funder-led evaluations, to which the IEU will provide technical assistance to the project teams involved. Funder-led evaluations are planned by the funders. The estimated overview below may, therefore, vary depending on the funders' evaluation plan.

Funder-led evaluations	Project code
South Sudan Job creation and trade dev. [coming from in 2024]	B910
Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI)	B960
The Gambia: Localizing SDGs [to be confirmed]	C036
Guinée: Programme d'appui à l'emploi par le développement du secteur privé et à l'industrie   TRANSFORM	C247

Funder-led evaluations	Project code
The Gambia: National Infrastructure for Peace (to be confirmed)	C206
Ghana: Developing cocoa and associated crops through the Sankofa project empowered by Alliances for Action	B766
ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA)	C315
COMESA: Africa Trade Competitiveness and Market Access (ATCMA)	C205
Uganda: Sustainable Business 2.0 - Trade and Investment Development	C283

<sup>7</sup> This provides the minimum confirmed scenario as for the data extracted from Project Portal and consultations conducted in January 2025. It is expected, however, that additional self-evaluations will be conducted during 2025 and 2026 as result of the project teams regularly updating the Evaluation Tab at Projects Portal.