



December 2019

2020-2021 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
INTERNATIONAL TRADE CENTRE
Geneva, Switzerland

CONTENTS

Background	3
Context.....	3
Independent Evaluations and Reviews	4
Evaluations carried out in 2019	4
Evaluations planned for 2020/21.....	5
Reviews carried out in 2019.....	6
Reviews planned for 2020/21.....	6
Support to Self-evaluations and Funder-led evaluations	7
Self-evaluations.....	7
Funder-led evaluations	8
Project Completion Reports.....	11
Evaluation Follow up and Dissemination.....	11
Mainstreaming of Evaluation.....	12
Responsiveness to UN Reform.....	12
Budget	14

BACKGROUND

1. In conformity with the ITC Evaluation Policy,¹ the Independent Evaluation Unit (IEU) prepares each year an annual Evaluation Work Programme, including a budget and a prospective plan for the subsequent year. It is then submitted to ITC's Senior Management Committee (SMC) for endorsement.
2. The 2020 Evaluation Work Programme builds on the IEU deliverables achieved in 2019. It covers all main groups of IEU activities as specified in the unit's theory of change: (i) generating evidence-based knowledge through evaluation products; (ii) supporting ITC staff in conducting/engaging in evaluation through the provision of technical support and quality assurance; and (iii) contributing to the diffusion and consolidation of an evaluative culture within ITC and beyond.

CONTEXT

3. The annual work programme is established on the basis of a set of criteria. These include foremost the potential for learning and innovation; analysis and mitigation of corporate risks; priorities of Senior Management; developments at the UN system-wide level; and commitments stemming from external recommendations. Particular recent developments in these areas are the following:
 - **Corporate Risks** – The organization recently updated the ITC Risk Register, whereby three major of the most important risks have attracted the attention of the IEU: (a) the risk of a delayed upgrading of project operations and internal processes needed to support to the timely delivery of the larger project portfolio; (b) the possible inability to fully deliver on commitments in unstable project countries, which may lead to reputational losses and reduced future project funding; and, (c) the risk of not being able to substantiate results (outcomes/impact contribution) or aggregate at corporate level, which may negatively impact ITC's credibility.² These risks are aligned with recent IEU assessments³ which have shown that the organization faces challenges and associated risks with regard to the performance monitoring of large projects and coordination at country-level.
 - **Senior Management priorities** – The evaluation function shall support the organization to acquire a better understanding of its impact on SMEs – over time, across projects, and in terms of job and income creation. Other areas of interest identified by Senior Management focus on key areas of intervention, in particular ITC's contribution to agriculture development and the mainstreaming of sustainable development objectives in aid for trade, and its related impact.
 - **Developments at the UN system-wide level** – In 2019, a Funding Compact (CF) has been agreed between UN members and member states to provide the UN system with a more stable basis to meet the ambitious goals and timelines set out in the 2030 Agenda. This also has implications for the IEU's work plan, as the document commits the evaluation functions

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

² This assessment is also congruent with the findings of the IEU's 2019 Annual Evaluation Synthesis Report (AESR) which concluded that the complexity of ITC interventions is increasing and that therefore measures and systems to manage complexity and mitigate risks are becoming a priority.

³ These assessments were in particular the 'Review of the Performance Monitoring Systems in New Large Projects' and the 'Review of the coordination of ITC activities at country level'.

within the UN to provide information on the performance of the UN Development System in achieving the SDGs. Specific commitments include an increase of joint system-wide evaluation by UNEG⁴ members and greater transparency through the publication of evaluation reports in relation to SDGs.

- **Recommendations of the Board of Auditors** – In 2019, the Board of Auditors identified that ITC has no systematic mechanism to assess whether project results accomplished at the end of a project are sustained several years later. In line with the OECD/DAC evaluation criteria, evaluations of ITC projects and programmes have consistently assessed the sustainability of results as a key evaluation question. But so far, no specific type of systematic assessment has been undertaken with the main objective to assess long-term sustainability of ITC results at the project level.
4. This work programme is geared towards the needs and challenges outlined above. In view of these developments, the IEU plans to introduce a number of new independent reviews to be piloted in 2020: (i) Sustainability Reviews; (ii) RBM Reviews, and (iii) Competitive Positioning Reviews. These reviews are intended to complement the regular evaluations carried out by the Unit. Since reviews are not bound to the same principles and obligations as full-fledged evaluations, they offer the advantage of being somewhat 'lighter' and more flexible assessments, which can be tailored to the organization's needs. In this way, they can contribute to meeting the existing diverse needs for further insights in a targeted and efficient manner. In addition, they can be repeated or scaled as required in the coming years. It is planned to repeat such assessments on an annual basis with RB resources dedicated to evaluations.

INDEPENDENT EVALUATIONS AND REVIEWS

Evaluations carried out in 2019

5. In 2019, the IEU has delivered the following items related to independent evaluations:
- *Evaluation of the Non-Tariff Measures (NTM) Programme* – The IEU supported the DMD in the drafting of the Management Response, was submitted to the SMC together with the final evaluation report.
 - *Evaluation of the Participation and Performance of the International Trade Centre in the United Nations Delivering as One System* – The final evaluation report will be finalized within 2019. The preparation of the DCP Management Response coincides with the drafting of the engagement strategy for the cooperation framework, which are both expected by the end of 2020.
 - *Evaluation of the Trade Facilitation Programme* – The final Report and the Management response have been presented to SMC. A communication Note of the results and the evaluation and its results, and a presentation to ITC staff are scheduled for early 2020.

⁴ The United Nations Evaluation Group (UNEG) is a platform for the different United Nations evaluation offices to discuss evaluation issues and to share evaluation knowledge. It suggests norms and standards for all evaluation offices in the UN and delivers thematic reports concerning evaluation principles, practices, and results.

- *Evaluation of the TISI Strengthening Function, including AIM* – The final Report and the Management response will be finalized by 2019 and presented to SMC early 2020.
- *Midterm Evaluation of Youth Empowerment Project (YEP) in The Gambia* – The final Report and the Management response will be finalized by 2019 and presented to SMC early 2020.

Evaluations planned for 2020/21

6. In terms of independent evaluation scheduled for 2020 and 2021, it is worth noting that the 2015 Evaluation Policy established a three-tier approach to evaluation whereby the IEU focuses its independent evaluation on matters of corporate interest, including the coverage of the 16 Corporate Programmes. Since 2013, IEU has evaluated all Corporate programmes but five: Competitive Intelligence, E-Solutions: Linking Businesses to Markets, South-South Trade and Investment, Supporting Trade Negotiations and Policy Reform, and, Transparency in Trade. As a result, the proposed items for an independent evaluation in 2020 and 2021, mainly focus on one of these remaining corporate programmes in 2020, with the exception of Women in Trade programme and the T4SD programme.
7. For 2020, it was proposed to select one item for a corporate evaluation in the list below:
 - *Transparency in Trade Programme (including the utility of TMI tools for external and internal clients)* – It has been explicitly identified as a priority by Senior Management.
 - *SheTrades Initiative* – Although the first two phases of the Women in Trade programme was evaluated by the IEU in 2016, the programme management is very interested in an evaluation, as the programme has experienced substantive and notable developments in its structure;
 - *Supporting Trade Negotiations and Policy Reform Programme* – This programme has never been evaluated (it could be evaluated in conjunction with the first item).
8. For 2021, proposed themes included:
 - *Competitive Intelligence Programme including SMECS* – Senior management has expressed learning needs in relation to the programme services which are expected to be more widely mainstreamed within the organization
 - *South-South Trade and Investment Programme* – This programme has not been evaluated since 2012.
 - *T4SD Programme* – Senior management has also expressed learning needs since the programme will need to develop a new programme strategy and phase
 - *E-Solutions: Linking Businesses to Markets Programme (including the project Enabling the future of e-commerce, Rwanda)* – The programme has never been subject to an evaluation and in any case, the project should be evaluated in 2020 or 2021 as it qualifies for mandatory evaluation in 2020.
 - *ITC's contribution to agricultural development* – Since many TRTA projects have been focusing on the agricultural sector development through trade, senior management has highlighted the need for a corporate evaluation on this theme.

9. As a result of discussion with SMC on 6 December 2019, it was decided to prioritize for 2020 the evaluation of the *Transparency in Trade Programme* and to also bring forward the evaluation of the *Competitive Intelligence Programme (including SMECS)*. Beyond that, a prospective preference for 2021 would be an evaluation of *ITC's contribution to agricultural development*.

Reviews carried out in 2019

10. **Independent Reviews** – In 2019, the following Independent Reviews have been continued or carried out:

- *Review of Performance Monitoring Systems in the Portfolio of New Large Projects* – The draft report will be finalized by December 2019. The purpose of this Review was to take steps to ensure that current large ITC projects will be in a position to measure and demonstrate results by the end of their cycles. To complement the work of the Review, the IEU has undertaken in 2019 an additional more direct coaching exercise to support project managers in creating intervention-specific results chains and related measurement plans. It is expected that the Final Review and the result of the coaching exercise will be presented to SMC in early 2020.
- *Review of the Coordination of ITC Activities at Country Level* – The draft report will be finalized by 2019 and it is expected that the final report will be presented to SMC in early 2020.

Reviews planned for 2020/21

11. In its efforts to carry out regular smaller technical reviews of specific issues, the IEU plans to conduct three Independent Reviews in 2020. Based on the perception of the positive results obtained to date through Reviews, it is proposed to develop a series of periodical Reviews on:

- *Sustainability Reviews* – These are a new series of Reviews consisting of an independent assessment of the sustainability of project results for projects three to four years after they have ended. These Reviews will address the risk identified by the Board of Auditors of the lack of systematic mechanism to assess whether project results accomplished at the end of a project are sustained several years later. On the basis of the pilots that will be undertaken in 2020, Sustainability Reviews are designed to become an on-going evaluation product. They also correspond to the need expressed by the senior management for the evaluation function to support the organization acquiring a better understanding of its impact on SMEs – across time and projects – and in terms of jobs and income creation.
- *RBM Reviews* – They will address the risk of insufficient project RBM and monitoring systems not being in a position to properly determine or substantiate project results, as it has repeatedly been identified by evaluation and recently confirmed by the updated ITC Risk Register. These Reviews will be carried out at the end of the project inception phase. Their purpose is to focus on the new generation projects with budgets over USD10 million to assess the quality of their RBM and monitoring systems. In 2020, the IEU has committed to conduct such a Review of the INTEGRA project in Guinea as part of the project promise

with the EU to undertake an evaluation using impact methods at the end of the project in 2022. (This activity is framed within the current efforts of the EU to develop the overall governance for the evaluation of the EU Emergency Trust Fund for Africa.) Similarly, the future South Sudan: Jobs Creation and Trade Development Project has expressed interest to benefit from a RAR at the end of the inception phase in 2021.

- *Competitive Positioning Reviews* – These Reviews will conduct an analysis of the competition that a Corporate Programme faces. It has been suggested that this analysis could focus on the bottom of the pyramid, and in particular on the competition supporting MSMEs' exports. The objective is to assess TRTA/PSD providers'/competitors' cost structures, theories of change and ability to demonstrate results, within the context of changing ODA distribution modalities (risk identified in the recently updated ITC Risk Register).

12. In order to determine the programme for independent Reviews in 2021, the IEU will conduct a synthesis of the experience and lessons learned acquired through the experience of deploying the three above-mentioned streams of Reviews. In addition, senior management has already expressed the need for an independent Review to assess the success in mainstreaming sustainable development objectives into ITC TRTA projects, and the related impact.
13. **As a result of discussion with SMC on 6 December 2019, it was decided to pursue in 2020 the Sustainability and RBM Reviews. The number or extent of these reviews will be determined according to the capacities of the IEU.**

SUPPORT TO SELF-EVALUATIONS AND FUNDER-LED EVALUATIONS

14. **Coaching** – In 2020, to enhance the quality of self- and funder-led evaluations, the IEU will intensify its coaching efforts with Project Managers that are expected to conduct self-evaluations or be subject to funder-led evaluations. Building on the recently developed training modules, this initiative will offer individualized / tailored support to Project Managers.

Self-evaluations

15. In 2019, the IEU has increased the intensity of the support it provides to Project Managers who conduct self-evaluations. The interventions were the following:
 - *Midterm Self-Evaluation of the NTF IV Programme* – This is an on-going evaluation of four projects in different countries under the NTF IV programme; the draft report is expected by December 2019.
 - *Midterm Self-Evaluation of Libya: Trade Academy* – beyond the traditional support to self-evaluations to draft the ToR, select external evaluators and to ensure an appropriate quality of the evaluation process, the IEU has directly supported the production of the evaluation inception report. The final report is expected in Q4 2019.
 - *Self-evaluation of T4SD* – The IEU has provided support to DEI/SIVE in the preparation for a potential self-evaluation, which is still to be confirmed.

16. For the years ahead, the IEU will continue with the task of coaching project managers for their self-evaluations.⁵ In 2020, the expected self-evaluations supported by the IEU are the following:

Self-Evaluations in 2020	Project Manager	Budget	Background and status
Final evaluation Libya: Trade Academy	DARD, Raphaël	1.4m	Initiated in Oct 2019, ongoing until Q2 2020.
Final evaluation Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains	ZARGARYAN, Armen	2.7m	Modalities of the final evaluation to be determined with the donor, including if a self-evaluation is approved. End date is 31 Dec 2020, to be determined if the evaluation will be in 2020 or in 2021.
Midterm evaluation Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market	RODRIGUEZ PEREZ, Beatriz	1.5m	Project Manager to consider a possible self-evaluation in the first half of 2020.
Midterm evaluation Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border	RODRIGUEZ PEREZ, Beatriz	970k	Possible midterm self-evaluation to be confirmed by USAID. If donors allow the project to use additional funds to continue activities in Ciudad Pedro de Alvarado, PM will consider a midterm evaluation.
Midterm evaluation Trade for Sustainable Development (T4SD) - Hubs	WOZNIAK, Joseph	4.5m	Discussed midterm self-evaluation to be confirmed by T4SD Steering Committee in December 2019.
SheTrades Initiative	EROGBOGBO, Vanessa	20.2m	It is understood the initiative will be self-evaluated in 2020 or 2021, in case it is not selected for an independent evaluation.

Funder-led evaluations

17. In 2019, the IEU has actively supported Project Managers throughout the process of the evaluations of ITC projects, which are managed or commissioned by funders:

- *Afghanistan, Trade-related assistance* – The midterm review completed in April 2019 by the EU and IEU support the project manager in the drafting of the management response.
- *SheTrades Commonwealth Programme* – Midterm evaluation was conducted by DFID in May 2019.
- *Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities* – An After Action Review (AAR) has been carried out by NRC. The review has been shared with the IEU.
- *Nigeria Food Africa SDG-Fund* – IEU supported this Midterm Evaluation. A monitoring mission in January 2019 (intended as a midterm assessment). The final evaluation was planned in June 2019, but was not done due to unrest in the region. SDG-F end of project is currently being finalized.

⁵ A detailed pathway of IEU's quality assurance for supporting self-evaluation and donor-led evaluations was provided in last year Evaluation Work Plan.

- *Aid for Trade Programme (2018-20) Denmark* – The donor conducted a midterm review to assess strengthen SME competitiveness and integration in global and regional value chains *inter alia* through its support through the ITC.
- *Burkina Faso et Mali : Création d’emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle »* - A EU midterm audit currently underway and is expected to be finalized by the end of 2019.
- *Promotion of Malian Gum Arabic in the US and European markets* – An evaluation will be undertaken by the EIF national secretariat in Mali.

18. In 2020, the expected funder-led evaluations supported by the IEU are the following:

Funder-led evaluations in 2020	Project Manager	Budget	Background and status
Sri Lanka: Trade related assistance	COCHIN, Sylvie	8.9m	Funder-led final evaluation foreseen, might be carried out in 2020.
Final Evaluation: Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain	GHIZZONI, Ludovica	978k	STDF Secretariat might conduct a final evaluation of the project. Decision is planned for April 2020 when random selection will take place.
Evaluation: Afghanistan: Trade-related assistance	ROURE, Jean-Sebastien	5.08m	There will be a final evaluation, but the date has not yet been indicated by the funder.
Evaluation Supporting Indian Trade and Investment for Africa (SITA) (A854)	VENUPRASAD, Govind	23.70m	Final evaluation was foreseen for 2020, still to be confirmed.
The Gambia: Youth empowerment project (YEP)	MOSER, Raimund	12.2m	Final evaluation will be done in 2020 (or 2021).
Eastern Partnership: Ready to Trade - an EU4Business initiative	ZARGARYAN, Armen	6.7m	Evaluation will be most likely conducted during Q4 of 2020. Timing still to be discussed with the donor.
Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	CIPRIANI, Simone	10m	Funder-led final evaluation foreseen for 2020.
Enabling the future of e-commerce, Rwanda	IOANNITIS-MCCOLL, Sebastien	2.4m	It is understood the project will be self-evaluated in 2020, in case it is not selected for an independent evaluation.
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts	URRUTIGOITY, Matias	3.9m	Midterm for B407 is scheduled for Q2/2020 and will cover the activities of phase 1 (A325). (This includes two projects A325 is phase 1 of B407).
Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)	FRAUENRATH, Marie-Claude	5.4m	Midterm evaluation pending in 2020.
Global Trade Helpdesk	LORIDAN, Mathieu	9.5m	Funder-led final evaluation may be carried out in 2020 or 2021.
Midterm Evaluation: State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations	BESEISO, Eman	505k	Funder-led mid-term evaluation should be due 2020.

Funder-led evaluations in 2020	Project Manager	Budget	Background and status
Midterm Evaluation - Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	KNAPPE, Matthias	1.50m	All of these 6 GTEX projects are SECO-funded. SECO will organize a midterm evaluation in the latter half of 2020. In addition, there will be final evaluation for partially SIDA-funded GTEX/MENATEX components, which includes Tunisia, Egypt and Morocco (B672-B673-B674). This final evaluation is foreseen towards the end of 2021
Midterm Evaluation: Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	KNAPPE, Matthias	2.46m	
Midterm Evaluation Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	KNAPPE, Matthias	2.46m	
Midterm Evaluation: Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	BEN-AMMAR ROUAISSIA, Nadia	2.22m	
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX)	ZARGARYAN, Armen	2.00m	
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX)	YERZKNYAN, Silva	1.50m	
Burundi: Market Access Upgrade Programme - MARKUP	RAMFUL, Khemraj	4.59m	Midterm evaluation should be 2020.

19. The prospective funder-led evaluations for 2021 are as follows:

Prospective funder-led evaluations in 2021	Project Manager	Budget	Background and status
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market	RODRIGUEZ PEREZ, Beatriz	1.5m	Funder-led final evaluation (to be confirmed).
Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »	CIPRIANI, Simone	10.4m	Funder-led final evaluation (to be confirmed).
Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF)	GHIZZONI, Ludovica	890k	Funder-led final evaluation (to be confirmed).
Partnership for Investment and Growth in Africa (Main Phase)	COCHIN, Sylvie	12.4m	Funder-led final evaluation (to be confirmed).

Prospective funder-led evaluations in 2021	Project Manager	Budget	Background and status
Bhutan Trade Support	COCHIN, Sylvie	4.4m	Funder-led final evaluation (to be confirmed).
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations	BESEISO, Eman	505k	Funder-led final evaluation (to be confirmed).
Trade and market intelligence for the Eastern Partnership Countries	KELLY, Paul	4.1m	Funder-led mid-term evaluation (to be confirmed).
SIDA-funded GTEX/MENATEX components, covering Tunisia, Egypt, Morocco and Jordan under GTEX/MENATEX (4 country projects and the regional component: B672-B673-B674- B696-B811)	KNAPPE, Matthias; BEN-AMMAR ROUAISSIA, Nadia; BESEISO, Eman	9.9m	This final evaluation is foreseen towards the end of 2021
Myanmar Trade and Investment Project (TIP)	ROBERGE, Charles	5m	Final evaluation expected to take place in 2021

PROJECT COMPLETION REPORTS

20. In 2016, ITC introduced the cross-cutting requirement of PCRs for all ITC TRTA projects according to a unified ITC PCR report format. The IEU has reviewed the completed PCRs on an annual basis and has integrated the findings from the PCRs in the AESR of 2018 and 2019. In 2019, the IEU has conducted the first synthesis analysis, focusing on the quality of PCRs and related learning performance, to engage in a discussion on the findings and to improve the use of PCRs in the evaluative culture within ITC.
21. Concerning the tasks to be carried out in 2020, SMC recommended to produce this synthesis on PCRs on a yearly basis. It was also decided to increase its utility by having PCRs' lessons learned and recommendations easily searchable in the project portal. IEU will showcase good quality PCRs and it will also support Project Managers to present them at Division days.
22. In addition, based on the recently developed training modules, the IEU will offer individualized / tailored coaching to Project managers that will have to deliver a PCR in 2020-2021.

EVALUATION FOLLOW UP AND DISSEMINATION

23. **Annual Evaluation Synthesis Report (AESR)** – The IEU will prepare the 2020 AESR which will analyze and synthesize the critical messages to draw the lessons across the evaluations carried out in 2019. The AESR will report on the implementation of the previous AESR recommendations.
24. **Management responses** – As foreseen in the Evaluation Work Plan, special attention has been put in 2019 on improving the relevance and utility of evaluations and reviews recommendations, which included a close dialogue with stakeholders. This has facilitated strategic engagement on evaluation findings and appropriate follow-up actions which have been formalized through improved management responses. In 2020, the IEU will continue reporting on the implementation status of recommendations and will report on the implementation status through the AESR.

25. **Communication notes and presentations** – In 2020, the IEU will continue to prepare a communication note for each independent evaluation report, to distill the main evaluation messages. The IEU will also provide presentations of evaluations to ITC staff.

MAINSTREAMING OF EVALUATION

26. **Evaluation Policy and Guidelines** – In 2019, The IEU did provide ITC staff with an introductory session explaining the main features of the ITC Evaluation Policy and Guidelines. The objective was to raise staff awareness on the purpose and the utility of evaluation and on the existence of these reference documents for matters related to evaluation in ITC. In 2020, the IEU will initiate the updating of the 2015 Evaluation Policy. Besides, it will improve the content of the 2018 Evaluation Guidelines as part of the periodic review and enrichment of this technical and operational document.
27. **Maturity level of ITC evaluation function** – In 2020, the IEU envisages to initiate/conduct a self-assessment to confirm ITC's adherence to UNEG norms and standards. To undertake this assessment, the IEU will use the so-called Maturity Matrix developed by the JIU to analyze the level of maturity of the central / corporate evaluation function in the UN. Furthermore, to enhance IEU staff professional capacity, it is envisaged to have IEU staff participating in the 2020 Evaluation Practice Exchange training.
28. **Interactive training modules** – In 2019, the IEU finalized the prototype training course on evaluation, which will be operationalized in 2020 with the technical support of the trade academy. The course will include technical modules for project managers to support them in the process of conducting independent evaluation, self-evaluation, funder-led evaluation and PCR. The main objective of this set of modules (clinic) will be to support project managers on how to plan and take maximum benefit from evaluation.
29. **Use of the New Project Portal (NPP)** – In 2019, IEU provided information sessions to ITC staff on how to use the NPP to develop an evaluation plan and the subsequent PCR in projects. It is foreseen that ITS will be finalizing new features in the projects portal, namely the “evaluation plan” and the “PCR” tabs. Improvements expected in 2020 will focus on enhancing knowledge management features and easy access to the knowledge content of the PCRs.
30. **National evaluation capacity needs assessment** – Finally, building on the ITC Evaluation Policy, the IEU will conduct in 2020, a study to assess the evaluation capacity needs at national and local levels, with a view to identify opportunities for the IEU to operationalize national evaluation capacity development, in compliance with UNEG Norm 9.

RESPONSIVENESS TO UN REFORM

31. **UNEG** – The IEU has been actively participating in the work of the UN Evaluation Group (UNEG) in 2019. Beyond active engagement in the work of the UNEG Executive Steering Committee, the IEU has been instrumental in the updating of the UNEG Principles of Working Together, which is the constituent document of UNEG and in the OECD/DAC-UNEG peer review panel of the ICAO evaluation function. The IEU has also participated in the work of UNEG working groups related to Ethics and Code of Conduct Guidance, Gender Equality and Human Rights and the SDGs.

32. In 2020, the IEU will contribute to the UNEG strategy 2020-2024 commitments. It will make all corporate evaluations available on the UNEG website and will tag them against the SDGs. The IEU will also explore opportunities to build alliances to conduct joint evaluations, in particular to assess performance against the SDGs. To this end, it is foreseen to prepare the Terms of Reference of a meta-evaluation to assess what works and what does not in the achievement of an SDG target of particular interest for ITC. The objective is to position ITC as a lead agency of a UNEG coalition for a system-wide evaluation to be carried out in 2021.
33. **UN SWAP** – The IEU will continue supporting the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) by reporting on UN-SWAP indicator 4, by conducting a meta-evaluation and completing the UN-SWAP Evaluation Scorecard to analyze the evaluations completed during the year.
34. **JIU** – As the focal point for Joint Inspection Unit (JIU), the IEU contributed in 2019 to completion of JIU reports, including Review of the UN-SWAP (JIU/REP/2019/2), Review of the integration of disaster risk reduction in the UN for the 2030 Agenda (JIU/REP/2019/3), Review of Change Management in the UN (JIU/REP/2019/4), Review of Audit and Oversight in the UN (JIU/REP/2019/6). The IEU also contributed to the preparation of the JIU 2020 Programme of Work. In addition, the IEU coordinated a series of JIU reviews that still ongoing. They include Staff exchange and similar inter-agency mobility measure in the UN (A444), Policies, programmes and platforms in support of learning: towards more coordination, coherence and convergence (A446), and Enterprise risk management: approaches and uses in the UN (A449). In 2020, the IEU will continue playing this role and following-up on past JIU recommendations issued to ITC.
35. **OIOS** – In 2019, the IEU participated in three Office of Internal Oversight Services (OIOS) evaluations, which have been completed: the Evaluation of UN entities' preparedness, policy coherence, and early results associated with their support to SDGs; the Evaluation Study of the UN Evaluation Dashboard 2016-2017; and, the assessment of Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. The ITC-relevant elements of these evaluations will be taken into account in the 2020 AESR.

BUDGET

36. 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 a biennium RB allocation of 400K. The budget in the figure below does not include resources related to IEU staff members (RB: one P4 and one P3; PSC: one P2).

IEU Evaluation indicative budget for 2020	
Independent evaluations:	
Evaluation of the Transparency in Trade Programme	40,000
Evaluation of the Competitive Intelligence Programme (incl. SMECS)	40,000
Sustainability Review	25,000
RBM Review	25,000
Annual Evaluation Synthesis Report	16,000
PCR Synthesis Report	8,000
Quality assurance of other evaluations:	
Self- and funder-led evaluations coaching	10,000
PCR quality coaching	10,000
Communication:	
Communication notes and presentations	3,000
Evaluation function development:	
Evaluation Practice Exchange training	2,000
Maturity analysis of the ITC evaluation function	0
Revision of Evaluation Policy and Guidelines	0
Interactive training modules	0
ToR Meta-evaluation SDGs	9,000
National Evaluation Capacity Needs Assessment	9,000
Partnerships	
UNEG Executive Steering Committee Participation	2,000
UNEG Working Group Participation	1,000
Total	200,000