

## CALL FOR EXPRESSION OF INTEREST

### Consultancy Vacancy for the Evaluation of the UK Trade Partnership Programme

**Background:** The [Independent Evaluation Unit](#) (IEU) of the [International Trade Centre](#) (ITC) plans to conduct an evaluation of ITC's work on the United-Kingdom Trade Partnership Programme. The purpose of this call for expression of interest is to identify a qualified evaluation consultant (or teams of consultants) to conduct this portfolio evaluation. Therefore, individuals are invited to apply for this assignment.

The overall process is expected to take place in the timeframe from March to October 2023.

**Focus and scope:** *The United Kingdom Trade Partnership (UKTP) Programme* is an initiative implemented as a project portfolio by the [International Trade Centre](#) (ITC) in view of increasing trade from African, Caribbean and Pacific countries (ACP) to the United Kingdom (UK) and the European Union (EU) by maximizing the benefits of Economic Partnership Agreements (EPAs).

The Programme was delivered in two phases. An inception phase of six months was carried out to tighten project design by mapping relevant stakeholders to involve, assessing their readiness and needs and subsequently specifying activities to conduct, before the actual implementation phase.

The scope of this evaluation will encompass all projects and activities in the UKTP Programme over the period 2019-2023. The evaluation will consider the Programme since its design and inception stage as a project portfolio.

**Objectives of the evaluation:** The evaluation is expected to provide information on the contribution of the various projects to achieving the Programme objectives and on the added value of ITC's intervention. In particular, the evaluation will aim at providing cross-cutting accountability information on key aspects of the Programme i.e., on the projects' contribution to trade market intelligence and to export promotion. Especially, it will provide information on their contribution to trade market intelligence and capacity building to export.

The evaluation will also aim at providing insights and learning on the achievement of the Programme longer-term objectives and on strategic issues relative ITC programming, especially:

- ITC cross-cutting work on large scale Programmes,
- Drivers to effective provision of bilateral trade-related assistance,
- Agility of ITC interventions regarding the digitalization of activities.

**Application process:** To apply, please send your expression of interest to [evaluation@intracen.org](mailto:evaluation@intracen.org), with a copy to [mfarag@intracen.org](mailto:mfarag@intracen.org), indicating in the title 'UKTP Evaluation'. Only short-listed candidates will be contacted for an interview.

The application should include an updated CV and 2-3 exemplary reports of evaluations conducted. In addition, applicants are encouraged to address the following questions in their cover letter:

- Why are you interested in this evaluation?
- What expertise and experience do you have that qualifies you for this specific evaluation?
- What are the daily rates that would apply?

**The terms of reference** for this consultancy are attached in the annex of this document.

--- The closing date for this call is Sunday 29 January 2023 ---

## ANNEX

### Terms of Reference

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#### Evaluation Consultant

<b>Assignment title:</b>	Evaluation of UKTP Programme
<b>Vacancy job title:</b>	Evaluation Consultant
<b>Duty station:</b>	Home-based
<b>Travel:</b>	Possibly once to Geneva and to other destinations for case studies
<b>Total workdays:</b>	About 55 days, from March to October 2023

#### Background

##### Introduction

*The United Kingdom Trade Partnership (UKTP) Programme* is an initiative implemented by the [International Trade Centre](#) (ITC) in view of increasing trade from African, Caribbean and Pacific countries (ACP) to the United Kingdom (UK) and the European Union (EU) by maximizing the benefits of Economic Partnership Agreements (EPAs).

Launched in 2019, UKTP initiative will come to an end in March 2023. The present Terms of Reference (ToR) have been developed to request the provision of consulting services for conducting a final evaluation of the Programme.

##### UKTP Programme overview

**A. Background:** The decision to leave the EU customs union surfaced new trade challenges along supply chains where goods have to cross on EU/UK border prior to delivery to the final customers. This affects countries exports to the UK and the EU markets. Key areas of impact on the functioning of trade supply chains are for example: trade administration challenges, border control challenges and logistical challenges.

This situation generated the need to establish a separate basis for the UK trade relationships. The set of responses included the launch of negotiations to conclude agreements, intended to provide 'continuity' in market access arrangements for countries that had concluded reciprocal preferential trade arrangements with the EU (known as EPAs). An EPA is a reciprocal preferential trade agreement concluded between the EU and regional groupings of African, Caribbean and Pacific countries. With the exception of Nigeria, all non-least developed Commonwealth members of the African, Caribbean and Pacific Group are signatories of EPAs. 'Continuity Agreement' was the name initially given to the 'UK-only' arrangements designed to replicate the reciprocal preferential market access to the UK market previously made available under the EU's EPA.

**B. Programme inception and evolution:** In mid-2018, ITC and UK representatives of the Department of International Trade (DIT) engaged in discussions about the development of a post-Brexit import promotion function for the UK. This materialized as a project to explore ways for building or fostering UK/EU trade partnerships with selected EPA countries; the intention was also to harvest lessons for strengthening import promotion expertise from both parties. A Memorandum of Understanding for the implementation of an EPA Support Programme was subsequently signed in May 2019, between DFID and ITC.

Starting as a UK/EU initiative at the stage of Programme planning, the implementation stage was finally centered on the UK market especially after 31 December 2020, and the end of the Brexit transition period. The Programme implementation also faced budgetary cuts, and decision was taken in 2021 to reduce the scope of activities under each component.

**C. Programme portfolio:** Unfolding against a backdrop of overlapping crises, foreseen initial Programme funding set over an equivalent of 22 million USD (“*up to £20 million over 3 years*”<sup>1</sup>) was finally reduced to less than 15 million USD.

The Programme is a project portfolio of 12 components, it includes:

- Projects undertaken at country level in Fiji (B905), Cote d'Ivoire (B902), Zimbabwe (B907), Madagascar (B904), Papua-New Guinea (B967), Comoros (B901), Ghana (B903), Cameroon (B899);
- Cross-country projects to support non-ODA eligible countries (C166), Trade Market Intelligence (B906) and the CARIFORUM (B900);
- A Programme Management component (B908).

All projects implementation started in June 2019 and are foreseen to end in March 2023, with the exception of the non-ODA component (carried out between January and August 2022) and the project in Papua New Guinea (that started on January 2020 and will end up in March 2023); they were carried out under the supervision of a Programme Management component and include 3 cross-country projects and 8 country projects.

Project were carried out as standalone initiatives for their most part and their management involved all ITC operational Divisions: 7 projects were managed by the Division of Enterprises Competitiveness and Institutions (DECI), 2 projects were carried out by the Division of Country Programmes (DCP), 2 projects were delivered by the Division of Sustainable and Inclusive Trade (DSIT) and one by the Division of Market Development (DMD).

**D. Programme implementation and summary description of interventions:** The Programme was delivered in two phases. An inception phase of six months was carried out to tighten project design by mapping relevant stakeholders to involve, assessing their readiness and needs and subsequently specifying activities to conduct, before the actual implementation phase.

All projects were implemented as separate interventions, and each of them included a different blend of interventions targeting specific needs:

- Project B905: Ginger farming in Fiji ranges from family businesses at the village level through to large exporting operations. ITC's UKTP Programme is bringing together the ginger farming communities across Fiji to improve export outcomes, increase employment opportunities and to grow the economy.
- Project B902: In a fast-growing economy, diversification of Cote d'Ivoire exports helps build new trade opportunities and local jobs. This UKTP Programme export promotion project focuses on the agri-business sector, with cashew nuts and tropical fruits identified as potential export growth industries.
- Project B907: Partnering with local horticultural industries, ITC's UKTP Programme in Zimbabwe is focused on high-value exports such as several varieties of peas. The project will support over small-holder farmers and several large businesses to improve production and implement export strategies.
- Project B904: Working with small and medium sized enterprises and cooperatives in the textile and clothing sector, ITC through the UKTP Programme in Madagascar aims to increase the volume and value of exports and to support local industries to grow employment opportunities.
- Project B967: In the highlands of Papua New Guinea, farmers grow unique and flavour some coffee beans for export. ITC's UKTP Programme brings PNG farmers and exporters together to expand market opportunities and to build sustainable export industries.
- Project B901: ITC through UKTP Programme has identified potential growth along the entire value chain in the vanilla and clove industries in Comoros. Increasing trade volumes will bring higher export earnings and new agri-business jobs.
- Project B903: ITC's UKTP Programme in Ghana is working with local trade partners to build greater export potential and to improve the volume and value of trade in cocoa derivatives between Ghana and the UK/EU.

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<sup>1</sup> MoU for the Programme

- Project B899: ITC through the UKTP Programme in Cameroon is working with small and medium-sized enterprises along the value chain to increase exports of Penja pepper and cocoa to the UK and EU markets.
- Project B906: ITC's Trade Market Intelligence (TMI) interventions was implemented in 24 selected countries and consists of several interrelated components to foster transparency and enhance access to information on trade opportunities and market access requirements for MSME<sup>2</sup>s. Foreseen activities included data sharing, capacity building, and the setting up of trade obstacle alert mechanisms.
- Project C166: This project provides support to in countries that have signed the UK-CARIFORUM and the Eastern and Southern Africa EPAs that are ineligible for Overseas Development Assistance in the Caribbean region (Bahamas, Barbados, Saint Kitts and Nevis, and Trinidad and Tobago) and the Indian Ocean Region (Seychelles). The project is intended to implement activities in the areas of EPA awareness, improved business environment, and MSME strengthening and market linkages.
- Project B900: ITC through the UKTP Programme is leveraging existing trade partnerships across the Caribbean region to grow exports in the specialty foods sector and creative industries (music and film).
- Project B908: Programme management coordinates the project portfolio to support countries in taking full advantage of the export opportunities provided by EPA, in view of maximizing trade with the UK under existing EU EPA or under UK specific EPA negotiated post-Brexit.

Monitoring and reporting on activities has been done according to the results framework; more specifically, the project Trade Market Intelligence (B906) reports on outputs 1 and 2 for the Programme, while the rest of projects in the portfolio provided reported information on expected outputs 3, 4 and 5; while the Programme component (B908) aggregates reporting data on all projects.

The Programme has a Management Unit based in Geneva led by a Programme Manager who has the overall management responsibility for the Programme coordination, implementation, monitoring and reporting. The Programme Management Unit draws on Project teams composed by a Project Manager to oversee the implementation of project activities, supported by local consultants - known as National or Project Coordinators.

**E. Programme design:** Taking into account the fact that the establishment of UK specific EPA has been taken care of by a separate Programme intervention distinct from this UKTP initiative, the Programme was especially expected to provide results relative to Trade Market Intelligence and to capacity building to export.

A Theory of Change (ToC) and results framework were proposed by the funder and included in the MoU to guide Programme planning and implementation, including an overall expected impact for the Programme.

The overall intended impact and outcomes have been linked to expected outputs and proposed key activities through the results framework as follows; the results framework also integrates activities and indicators to be reported on at a more detailed level.

- Impact: Contribute to job creation
- Intermediate outcome: Increase trade between EPA partner countries and the UK and EU
- Outcome 1: Provide TMI for increasing the awareness of firms and institutions on how to access the UK/EU markets, on the potential benefits of EPA and supporting them in better identifying trade obstacles.
  - Output 1: Raise firms and institutions awareness on how to use EPA preferences and potential benefits.
  - Output 2: Contribute to Business Environment to make it more transparent for export to UK/EU markets.
- Outcome 2: Contribute to export promotion by building the ability of targeted firms/products to export to UK/EU markets.

<sup>2</sup> Programme documents refer to SMEs but the evaluation will use the term MSMEs to be consistent with the terminology of ITC Strategic Plan 2022-2025.

- Output 3: Support BSOs and trade/business support providers extend and improve their services to the focus sector for UK/EU Market entry.
- Output 4: Increase the capacity of targeted firms to export to UK/EU market.
- Output 5: Activate market opportunities.

Within this overall reporting framework, operational programming has been continuously adjusted along the Programme lifecycle to cope with contextual challenges and fit with evolving needs.

## **Expected duties and responsibilities**

### **Final Evaluation**

**A. Purpose and objectives:** Given the Programme short time frame and the challenges that surfaced during its implementation cycle, no evaluation or systematic review of the Programme has taken place to date, budgetary cuts especially affected monitoring and evaluation efforts foreseen at the stage of Programme planning. Consequently, the evaluation will aim at taking stock of the UKTP Programme approach, implementation models and results achieved at different levels to provide accountability information on the Programme and relative learning on trade-related assistance.

The evaluation will provide information on the contribution of the various projects to achieving the Programme objectives and on the added-value of ITC's intervention. In particular, the evaluation will aim at providing cross-cutting accountability information on key aspects of the Programme i.e., on the projects' contribution to trade market intelligence and to export promotion. Especially, it will provide information on their contribution to:

- Raising awareness of firms and institutions on how to access the UK markets, on potential EPA benefits and trade obstacles across beneficiary countries.
- Building the ability of targeted firms/products to export to UK markets.

The evaluation will also aim at providing insights and learning on the achievement of the Programme longer-term objectives and on:

- Cross-cutting work on large scale Programmes, in view of supporting ITC future programming.
- Drivers to effective provision of bilateral trade-related assistance, in view of supporting ITC expertise to make sustainable trade happen.
- Agility of the Programme to face the Covid-19 crisis and the period up to now following the alleviation of sanitary restrictions, especially regarding the digitalization of activities.

These aspects are expected to be part of the evaluation framework and forefront at all stages i.e., from inception through to data collection, analysis and reporting for this evaluation.

**B. Intended users:** Main intended users of this evaluation are:

- Senior Management, as the evaluation will provide strategic information for ITC programming on bilateral trade relations as well as for the positioning and coordination of large-scale trade-related interventions.
- ITC divisions, as the evaluation will provide insights on the operationalization and coordination modalities for mobilizing all ITC divisions and forms of expertise.
- the Funder, as the evaluation process will be an opportunity to take stock of the Programme interventions with an analytical perspective to inform future programming on trade-related assistance.
- Partners and beneficiaries, as the evaluation will be made publicly available to any stakeholders and rightsholders interested in learning more about ITC actions and trade interventions.

**C. Scope:** The scope of this evaluation will encompass all projects and activities in the UKTP Programme over the period 2019-2023. The evaluation will consider the Programme since its design and inception stage as a project portfolio.

### **Provide Technical Assistance for the conduct of UKTP evaluation**

**A. Evaluation questions and criteria:** The evaluation is expected to answer a set of questions, which are directly linked to a number of preset evaluation criteria internationally agreed for evaluating development assistance; these have been adopted by most development agencies as part of their standards of good practice in evaluation.

The evaluation will be driven by an overarching question, setting the strategic orientation for this evaluation: **how well did the UKTP Programme contribute in supporting the uptake of EPA by ACP countries?** The evaluation will harvest lessons from this Programme to inform ITC and the funder on future programming for export and import promotion.

High-level questions for each criterion, as well as specific sets of evaluation sub-questions suggested for this evaluation are presented hereby; these may be further refined during the inception phase. All conclusions provided for this evaluation will take into account the dynamics of the Covid19 pandemic and budgetary cuts.

**RELEVANCE:** How well was the UKTP Programme planned and designed to answer needs relative to the use of EPA by ACP countries and for supporting bilateral trade relations?

- How well were the needs identified and expressed at the stage of the Programme planning and design, including on digitalization?
- How well are proposed Programme activities, as well as expected results aligned with these needs?

**COHERENCE:** How well were the UKTP Programme interventions positioned to contribute to supporting EPA's uptake?

- How well were the projects and activities, including on digitalization, positioned and articulated with other complementary projects or activities in ITC at the stage of Programme planning? And during their implementation? Did the joint implementation enable synergies?
- How well were the projects and activities of the projects and activities articulated with other relevant trade-related projects or activities, including from DFID, at the stage of Programme planning? And during their implementation?

**EFFECTIVENESS:** How well does the UKTP Programme perform to deliver on its specific intended outputs and outcomes?

- How well did the Programme achieve its intended outputs to date? And what intended or unintended results can be observed to date?
- How well did the Programme perform to increase the awareness of firms and institutions on how to access the UK/EU markets? On raising their awareness of the potential benefits of EPA? And on trade obstacles across all ODA-eligible EPA countries?
- Depending on country contexts, what seemed to be the most effective and not in supporting EPA uptake and trade facilitation?

**EFFICIENCY:** How well were the UKTP Programme resources allocated and used to carry out intended activities and to achieve the UKTP Programme objectives?

- How clear were the roles and responsibilities of all parties involved, in terms of monitoring and accountability reporting?
- How good is the M&E system in place? Did it enable real-time implementation assessment and course correction?
- How good was the Programme Value for Money (i.e., how adequate were the inputs for the Programme? How well did the inputs led to the intended outputs? How well did the outputs led to the intended outcomes as well as to benefits for developing countries? and how well did UKTP achieved im-pacts in relation to inputs provided)?

**IMPACT:** How well did the UKTP Programme perform in achieving its longer-term objectives to increasing trade between EPA partner countries and the UK and EU and to create job opportunities?

- How well did the Programme contributed in building the ability of targeted firms/products to export to UK/EU markets?

- How well did the Programme contributed in the creation of job opportunities? Or on any other broader systemic change?

**SUSTAINABILITY:** How well did the UKTP Programme integrate issues related to the sustainability of interventions?

- How well were issues related to the Programme sustainability identified and integrated at the stage of Programme planning, design and implementation?
- How likely are the benefits of the Programme to be sustained? To what extent will beneficiaries use or build on results of activities after the Programme closure?

The evaluation is expected to provide evaluation findings relative to these evaluation questions per criterion as well as evaluation thematic conclusions and recommendations.

**B. Key methodological elements:** The methodology will be designed during the inception phase by the consultant(s). The proposed methodological design should consider that this evaluation is intended to provide insights not only on the Programme itself but also ITC's organizational capacities to work on bilateral trade relations on the one hand, and to effectively bring value for involved stakeholders when providing assistance on large scale trade-related interventions.

It is expected that the evaluation be both retrospective and forward-looking. Based on activities carried out in the framework of this large-scale Programme, the consultant(s) will provide strategic insights for programming work on large scale Programmes, specific bilateral trade-related assistance and as well as support relevant support for the digitalisation of activities.

To draw lessons on the key strengths and weaknesses of the Programme in its entirety, while taking into account contextual and organizational challenges for planning and implementing this complex Programme, as well as the specificities of its interventions in their respective contexts, case studies could be envisaged as a possible design for this evaluation.

Based on the proposed evaluation design, data will be gathered based on a combination of data collection methods such as:

- Document review, of all relevant documents especially these related to the implementation and progress of the UKTP Programme interventions, as well as any other useful documentary material.
- Key informant interviews with all relevant stakeholders, including Programme and project management, project implementers, etc.
- Online survey may be used to gather data among main groups of beneficiaries.
- Field visits in approximately 3 selected countries to develop in-depth understanding of the perspectives of various stakeholders.

Alternative forms of data collection can be considered in the proposed methodology for this evaluation.

To ensure the adequate positioning of the evaluation, participation and ownership among key stakeholders, regular consultations will be conducted during the evaluation process. In particular the UKTP Programme team, will be consulted at the production stage of interim and final products, and specially to provide their inputs on emerging findings and recommendations.

### **Expected outputs and timeline**

**A. Outputs:** The evaluation will be managed and conducted by the IEU i.e., the consultant(s) will work under guidance of the IEU.

The evaluation process is expected to follow the principles set forth in the ITC Evaluation Guidelines. Furthermore, it shall be performed in line with the Norms and Standards for Evaluation and respecting the Ethical Guidelines for Evaluation published by the United Nations Evaluation Group (UNEG).

The consultant(s) is/are expected to provide the following outputs:

- Deliverable 1 - Inception report

The first key deliverable will be an inception report which should include (i) a preliminary analysis of projects performance based on existing monitoring data collected by the UKTP Programme team (through progress reports, and other relevant Programme information) identifying their individual performance relative to each of the evaluation criteria , (ii) a few scoping interviews, and (iii) the envisaged evaluation approach including a clear presentation of the design, data collection methods and evaluation matrix, as well as an adjusted timeline for the evaluation.  
(approx. 10 days)

- **Deliverable 2 – Report and presentation on evaluation findings**  
The second key deliverable will consist in a short report of key emerging findings i.e., the evidence, that will be the object of a presentation to key stakeholders by the consultant(s) to agree on facts. This deliverable should include as an annex the proposed evaluation report structure.  
(approx. 15 days)
- **Deliverable 3 - Draft evaluation report and presentation of preliminary recommendations**  
The third key deliverable will present the full evaluation analysis based on cleared findings of facts, on which will be based the evaluation thematic / strategic conclusions, in answer to all of the evaluation questions. This deliverable should also include preliminary recommendations, which will be the object of a presentation to and discussion with relevant stakeholders by the consultant(s) to ensure their ownership and feasibility.  
(approx. 15 days)
- **Deliverable 4: Final evaluation report**  
The fourth deliverable is a final evaluation report which will present the evidence found in response to all evaluation questions, thematic / strategic conclusions, and consolidated recommendations. It should be relevant to decision-making needs, written in a concise, clear, and easily understandable language, and of high professional quality. The report will include an Executive Summary and evidence-based recommendations directly derived from the evaluation findings and conclusions. It will be prepared in English and will preferably comprise not more than 40 pages, excluding the Executive Summary and annexes.  
(approx. 10 days)
- **Deliverable 5: Dissemination**  
Prepare a draft communication product that highlights the most significant learning points generated by the evaluation, and a presentation to be delivered to key stakeholders.  
(approx. 5 days)

**B. Indicative timeline:** The evaluation is planned to be conducted in a timeframe of 8 months, between March 2023 and end of October 2023.

- Deliverable 1 - Inception report: April 2023
- Deliverable 2 – Report and presentation on evaluation findings: June 2023
- Deliverable 3 - Draft evaluation report and presentation of preliminary recommendations: July-August 2023
- Deliverable 4: Final evaluation report: September 2023
- Deliverable 5: - Communication tool and presentation: October 2023

## **Travel**

Possible

## **Required profile**

### **Education**

- Advanced university degree in social science, international trade, agriculture, development studies, economics, public management and administration, or other relevant field in the context of this evaluation.

### **Experience and skills**

- At least 10 years of experience in trade-market intelligence and export promotion.
- At least 10 years of relevant experience in evaluation, with specific experience in evaluation of trade-related interventions, trade-partnerships including experience in evaluating activities in the area of development cooperation.
- Experience in managing large-scale interventions with an international dimension for public administrations, and experience in developing organizational capabilities.
- Experience of working with public administrations, bilateral and multilateral organizations.
- Expertise in conducting evaluations of large-scale interventions.
- Expertise in conducting evaluations of strategic partnerships.
- High-level communication skills (written, visual and oral).
- Work experience with UN agencies or international organizations is an asset.
- Knowledge of UNEG Norms and Standards for Evaluation, the UNEG Ethical Guidelines for Evaluation and the Guidance Document on Integrating Human Rights and Gender Equality in Evaluations is mandatory.
- A professional designation or certification in Evaluation is desirable.

### **Languages**

- High-level proficiency in both written and spoken English, and high desirably of French.