

2022-2023 EVALUATION WORK PROGRAMME

Independent Evaluation Unit
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FRAMEWORK

1. In conformity with the ITC Evaluation Policy,¹ the Independent Evaluation Unit (IEU) prepares each year an annual Evaluation Work Programme, including a budget and a prospective plan for the subsequent year. The draft Evaluation Work Programme is submitted to ITC's Senior Management Committee (SMC) to discuss feedback on priorities, options, and endorsement.
2. **Points of guidance** – For the first time, the new ITC Strategic Plan includes a chapter about the role of evaluation. This chapter provides the following guidance points for the period 2022-2025:
 - Evaluations support accountability and learning.
 - IEU will assess progress and demonstrate accountability of ITC's contribution to achieving inclusion, sustainability, and prosperity.
 - It aims to distil information and recommendations for senior management, governing bodies, staff and partners to improve the relevance, coherence, efficiency, effectiveness, impact and sustainability of ITC's intervention.
3. IEU pursues the principles of evaluation: timeliness, objectivity, credibility, relevance, and utilization by key stakeholders.
4. They are followed in all main groups of IEU's activities as per IEU'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.
5. **Scope** – During the 2022-25 period, IEU will assess ITC's performance against the corporate objectives as defined in the 2022-25 Strategic Plan. Compared to the previous versions, the new Strategic Plan introduces a series of more focused corporate objectives, which support the overall evaluation analytical framework:
 - Alignment to ITC's vision, mission, and principles, ITC's framework for MSMEs competitiveness, and ITC's value proposition;
 - Achievement of results within ITC's matrix approach across:
 - i. ITC's core services (at micro, meso and macro levels): (a) An improved MSME firm-level capacities to trade, (b) A more supportive business ecosystem for MSMEs, (c) A more conducive policy and regulatory environment for MSMEs, and (d) An improved business trade and market Intelligence (public goods), and,
 - ii. ITC's impact areas: (a) Sustainable and Resilient value chains, (b) Inclusive trade, (c) Green trade, (d) E-commerce, and (e) Regional integration and South-South trade.

¹ International Trade Centre (2015). [ITC Evaluation Policy Second Edition](#). Geneva. Art 17 states: "The objectives of the evaluation function at ITC are to serve decision making of ITC management on selected policy and strategic areas, improve the performance and results, and therefore, enhance ITC's position in the Aid for Trade arena. These objectives shall be achieved through consultation and priority-setting with ITC management, conducting strategic evaluations in a timely manner, and promoting learning and consensus building."

- Response to country needs, engagement with the WTO and the UN, partnering for purpose, and leadership on MSME competitiveness, trade and development issues;
 - Enhancement of a purpose-driven corporate identity, building on lessons learned and focusing on cross-cutting development objectives and people-centred approach, gender equality, diversity and inclusion, and environmental sustainability; and,
 - Improvement of ITC’s organizational strengths (trust, expertise, connectedness, and agility) and mobilization of resources to deliver tangible results.
6. In addition, these corporate objectives are currently being operationalized through an implementation framework approach within the annual operational plan to better delineate and guide the implementation of the Strategic Plan. Together with the current participatory process to identify a series of “moonshot” initiatives within ITC’s matrix approach, the evaluation analytical framework provides the dimensions that will represent a priority in terms of issues to benefit from evaluation feedback, as the course of the Strategic Plan period unfolds.
7. **Commitments** – The 2022-2025 Strategic Plan, together with the Management Response to the 2021 AESR, identify a series of evaluation-related commitments:²
- The IEU will keep updating its *methods and focus on maximizing the utility* and use of evaluations for learning.
 - At the country level, the unit will continue its efforts to contribute to *national evaluation capacities*.
 - IEU will provide a yearly *analysis of the lessons learned from the implementation of the Strategic Plan 2022-2025* to be incorporated annually in the CCITF report.
 - IEU will conduct an independent *mid-term evaluation of the Strategic Plan 2022-2025*, with a panel of experts, with subsequent adjustments in the Implementation Plan to be introduced by management, if required.
 - ITC will more systematically, *integrate evaluative learning into programmatic and resource allocation decisions*.
 - Senior management will work with its IEU to ensure that the *schedule and scope of evaluations are responsive to key areas of need*, while giving the IEU full discretion in final decisions on the evaluation programme.
8. **Deliverables** – To ensure a comprehensive range and an enhanced focus for evaluation, these commitments build on the different types of evaluation deliverables identified in IEU’s 2017 multi-tier coverage initiative:

² The first two commitments are under the full control of IEU, the next three objectives are to be achieved by the IEU in cooperation with senior and middle managements and the last one is under the full responsibility of management.

- IEU's strategic *independent evaluations* take the form of (a) corporate-level evaluation on selected themes and (b) evaluation of programmes or large projects and focus on matters of corporate interest;³
 - IEU provides *independent reviews* and verifications on specific projects, processes or systems, through ad hoc requests from Senior Management;
 - *Funder-led evaluations* carried out by funders where IEU's supports managers of evaluated projects through IEU technical support and quality assurance services;
 - *Self-evaluations* conducted by project managers, who are supported by the IEU through technical support and quality assurance, and
 - Project Completion Reports (*PCRs*) which were launched in 2018 and which use has been generalized in the ITC (and their quality improved since then).
9. **Prioritization** – Ultimately, the present workplan prioritizes on these commitments. The determination of evaluation activities for 2022 and 2023, relies on major risks identified by the ITC Risk Register and on the analysis of additional risk factors related to: donor sensitiveness, materiality, delivery complexity, initiatives rolled out through W1 resources. It also considers the evaluation coverage dimension, leading to the identification of outstanding areas not having been properly evaluated since 2013. These essentially correspond to the two new impact areas “Sustainable and Resilient value chains” and “Regional integration and South-South trade”. In a nutshell, the proposed selection of items subject to evaluation in 2022 and 2023, is based on a combination of IEU determined priorities based on risk analysis and of ITC Management suggestions for evaluation and ad-hoc review.
10. **System-wide engagement** – IEU will continue supporting Senior Management on evaluation-related matters, concerning ITC's participation in the Joint Inspection Unit (JIU), the Office of Internal Oversight Services (OIOS) Inspection and Evaluation Division, and the Board of Auditors. And in the same vein, the IEU will continue contributing to ITC's corporate reporting on PCR fulfillment, and on evaluation-related ITC's involvement with the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW), and the UN Disability Inclusion Strategy (UNDIS).
11. Finally, some evaluation deliverables will be co-delivered and are linked to IEU's participation and engagement in System-wide evaluation-related initiatives, mainly through the UN Evaluation Group (UNEG) and the WTO-located Enhanced Integrated Framework (EIF).

³ The 2015 Evaluation Policy-related priority-setting for IEU's independent final and mid-term evaluations focus on the evaluation of ITC projects, which budget exceeds 2 USD million.

DELIVERABLES

Undertaken in 2021

12. In 2021, the IEU has initiated or finalized the following independent evaluations:

- *Evaluation of ITC's Performance in Trade and Market Information* – The evaluation was initiated in 2020 and finalized in 2021. The evaluation focused on the market analysis tools provided by the Transparency in Trade Programme. Programme management is currently preparing a management response. The final report and the management response will be presented to SMC in Q1 2022.
- *Evaluation of the ITC SheTrades Initiative* – The evaluation has been initiated in 2021 and is expected to be completed within the first half of 2022.
- *Final Evaluation of the Netherlands Trust Fund (NTF) Phase IV* – The evaluation was launched in 2021 and is expected to be completed no later than 31 March 2022.
- *Midterm Evaluation of Improving the international competitiveness of the textile and clothing sector (MENATEX) in the MENA region* – The evaluation was initiated in November 2021 and is expected to be completed within the first half of 2022. (This was initially planned as a funder-led evaluation (SIDA)).

13. The IEU has also undertaken the following evaluation exercises:

- *Annual Evaluation Synthesis Report (AESR)* – In the [2021 AESR](#), the IEU analyzed the effectiveness of the Strategic Plan 2018-2021 as a tool to improve the organization's performance in the areas related to vision, planning, measurement, reporting and decision-making. The document was presented to ITC Member States and discussed at the annual ITC Joint Advisory Group meeting in November 2021.⁴
- *RBM-related Reviews* – To address the observation of gaps within projects M&E systems, the IEU, initiated in 2019, a series of review on RBM-related issues. As part of this RBM package, the following were finalized in 2021:
 - i. *Review of the M&E systems in the portfolio of new large EU projects,*
 - ii. *RBM review of the INTEGRA project in Guinea as well as,*
 - iii. *Review of Means of Verification of Results / How ITC Projects Measure Change*

⁴ Key learnings of the 2020 AESR and the 2021 AESR have been used and incorporated in the design of the ITC's 2022-2025 Strategic Plan. (For the [2020 AESR](#), the IEU analyzed all AESRs since 2013 to validate patterns and enrich the lessons learned.)

iv. *Review of ITC Monitoring and Evaluation (M&E) Capacity*, which, through a participatory approach, provided an assessment of the level of maturity of the ITC in addressing M&E issues at the successive stages of project activity cycle.⁵

- *Developmental Evaluation Review* – To complete this RBM package of Reviews, the IEU initiated in 2021 a developmental evaluation to support three large projects⁶ at their inception phase. The objectives of the developmental evaluation are to improve these projects M&E systems and ultimately enable their capacity to demonstrate the impact of their activities and, to learn from the experience to develop a corporate proposal of good M&E practices to be implemented by ITC large projects at their inception phase closure. This developmental evaluation is expected to be finalized by Q2 2022.

14. *Sustainability Reviews* – Building on the 2020 pilot, the methodology has been further validated and formalized. The main aim of sustainability reviews is to assess the sustainability of projects results, three to four years after they have ended. These two reports will be discussed and disseminated in Q1 2022:

- *Senegal ITC/EIF mango project* and
- *Tanzania UN Trade Cluster ITC/EIF intervention* mainly focusing on the greenhouse project in Arusha.

IEU has been deepening its partnership with the EIF in 2021. For the first time, country evaluation expertise, provided by respective Ministries of Trade, has been instrumental to produce these deliverables, contributing thus to IEU's objective to strengthen national evaluation capacities.

15. *2020 Project Completion Report Synthesis Review* - Finally, in 2021, IEU has completed the synthesis review of PCRs submitted in 2020.

Planned for 2022 / 2023

Independent evaluations

16. **Impact areas** – As analyzed in last year's evaluation workplan document, there are two impact areas that are still outstanding in terms of independent evaluation coverage.

- In 2022, the evaluation of the *Sustainable and Resilient value chains* impact area, for which, senior management requested evaluation to focus specifically on the agricultural sector development through trade⁷ and,
- The *Regional integration and South-South trade* impact area, which is suggested for 2023.

⁵ Contrary to the first three Reviews, this one has not yet been discussed with management and diffused within the organization.

(The same applies to the *Review of the Coordination of ITC Activities at Country Level*, which was finalized in 2020 and shared with DCP for comments. However, comments have not been shared and the report has remained in draft form since then.)

⁶ These projects are (1) Jobs Creation and Trade Development Project in South Sudan, (2) Promoting growth through competitive alliances II in Eswatini and, (3) Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy in Iraq.

⁷ The scope of this evaluation should nevertheless include the overall W1 project Value Added to Trade (B635).

17. In terms of **W2 projects** with a budget over USD 2 million, the IEU will conduct the following evaluations in 2022:

- Mid-term evaluation of the project *Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains*. The Swedish Embassy in Ukraine recently requested the project manager that ITC conducts this evaluation with a view of a possible enlargement of our portfolio.
- The final evaluation of the project *Colombia PUEDE: Peace and unity through productive development and commercialization*. (It is worth noting that the project manager requested IEU to carry out an evaluation of this project, which is funded by the EU and W1.)

18. In 2023, the IEU envisages to undertake one or two W2 project evaluation(s):

- The final evaluation of the projects under the *Trade Intelligence: UK Trade Partnerships Programme*. (A FDCO-led evaluation does not seem possible in this case).
- The midterm evaluation of the *Trade and market intelligence for the Eastern Partnership Countries* project for which, no EU-led evaluation is planned.

19. **Internal guidelines** – In 2023, the IEU proposes to undertake an evaluation of the *Mainstreaming Sustainable and Inclusive Trade Guidelines*. This review will focus on assessing the relevance, effectiveness, and efficiency of these Guidelines. As they were issued in 2019, senior management might consider that it will be time for assessing their implementation within projects.

20. **2022-2025 Strategic Plan** – In 2023, the IEU will initiate the *Midterm evaluation of the 2022-2025 Strategic Plan* process to be finalized in 2024.

21. **W1 projects** – Concerning projects having to date, exceeded the USD 2mio threshold, IEU envisages the following possible evaluations:

- The evaluation of the *SME Competitiveness Survey and Outlook* project (B631) in 2023.
- The evaluation of the *Trade for Sustainable Development (T4SD)* in 2024.

(The IEU completed the T4SD Evaluation in 2017. With the completion of the new T4SD Strategy and ToC in 2021, programme management requested another evaluation by 2024.)

Sustainability reviews

22. Following the successful completion of sustainability reviews in Tanzania and Senegal, in 2022, IEU together with EIF M&E function, will conduct the sustainability review of the following ITC/EIF projects:

- *Shea Sector Strategy in Burkina Faso* (developed by ITC in 2015), which was funded by the AFDB, LuxDev as well as the national budget. This exercise will be conducted at the explicit request of the project manager and will be conducted with the support of the EIF National Implementation Unit (NIU) established at the Ministry of Trade of Burkina Faso.

- *Niger leather hides and skin project* financed by the PRC. (ITC conducted the preliminary diagnostic work on the sector).
- *Laos UN cluster project* (horticulture and handicraft) was funded by SECO with a similar developmental approach than the 2021 sustainability reviewed Tanzania project.

23. Sustainability Reviews refer to the Board of Auditors (BoA) recommendation to systematically measure the long-term sustainability of ITC results after project completion. They also strengthen the credibility of the organization *vis à vis* donors and beneficiaries, and they constitute a valuable learning element for the ITC. As the methodology is being validated and the network of knowledgeable national evaluators expands, IEU will be in a position to extend the coverage of ITC projects being systematically assessed through sustainability reviews three to four years after completion to measure their long-term sustainability. As IEU's resources are limited, it will explore in 2022, the possibilities to raise additional resources to achieve this goal.

National evaluation capacity development

24. In 2022, ITC and EIF will continue with the deployment of a common network of evaluators within Ministries of Trade (National Implementation Units (NIUs)) in LDCs. Building on the methodology and the experience in conducting the 2021 sustainability reviews, IEU in cooperation with the EIF M&E function will carry out the following activities:

- Development of a tool and training material (in English, French and Portuguese) consisting of *a guide and a set of templates for Sustainability Reviews* to enable NIUs within Ministries of Trade of LDCs, to independently plan and carry out Sustainability Reviews. The objective is to support Governments to assess autonomously the impact and sustainability of trade-related technical assistance (TRTA) projects after their completion and to generate findings which can inform the orientation of future national measures and future ITC projects.
- A common *capacity development plan* for the roll out of the tool in 2023. The objective is to develop a network of individuals with evaluation expertise within NIUs, who are able to assess TRTA measures from a national perspective, with national priorities in mind, and who can serve as focal points for future evaluations carried out by development partners, including the ITC and the EIF.
- In collaboration with the EIF, in series of regional workshops to be undertaken to train evaluation experts in NIUs to use the tool and plan for future evaluations.

Developmental Evaluation Reviews

25. *Developmental Evaluation Reviews* also have a national evaluation capacity development dimension, as they are a type of coaching process and they support in-country project staff through participatory design and implementation of monitoring and evaluation good practices. These efforts will be pursued in 2022.

26. In 2022, special attention will be devoted to the diffusion of the learning points emerging from *Developmental Evaluation Reviews*. As mentioned above, IEU will submit a DER-related corporate

proposal of good M&E practices to be implemented by ITC large projects at their inception phase closure to Senior Management in Q2.

27. A4A has already expressed the need to expand the DER to its entire programme and has expressed its intention to invest A4A resources through the A4A service center. This implies the continuation of the DER in the Eswatini project and its implementation to other projects under development in 2022. In terms of extending the DER approach at the corporate level, it is foreseen that the DER methodology and value will be validated in 2022. This pilot could be then upscaled into a structured learning corporate mechanism for ITC project designers and managers in relation to M&E systems and project management. As IEU's resources are limited, IEU will require additional resources to continue and generalize this type of support to more projects.

Evaluation knowledge management

28. In 2022, the IEU will continue to prepare a communication note for each independent evaluation report and review to distill and present the main evaluation messages. The IEU will also provide presentations of evaluations to ITC staff. The Unit should also participate in Divisional Learning Days as soon as the sanitary conditions will allow their re-initialization.
29. At the overall evaluation knowledge management level, the IEU launched the *Annual Evaluation Synthesis Report (AESR)* in 2013, and the *Project Completion Report (PCR) Synthesis Review* in 2018. In 2022, to further improve this evaluation knowledge management architecture, the IEU will launch the *Lessons learned from Strategic Plan implementation Review*.
30. *2022 Annual Evaluation Synthesis Report (AESR)* – It will be the first of a series of AESRs, which evaluation analytical framework will cover ITC's performance in achieving the 2022-2025 Strategic Plan corporate objectives. Within this framework, it will synthesize the critical learning and accountability points emerging from the independent evaluations, self-evaluations (including PCRs) and funder-led evaluations carried out during the previous year. The AESR will also report on the implementation of the recommendations of independent evaluations and of the previous AESRs.
31. *2022 Project Completion Report (PCR) Synthesis Review* – This fourth edition will inform senior management, project managers and project teams about key learning messages conveyed in PCRs as well as their overall quality and compliance for accountability purposes. IEU will also support Project Managers of good quality PCRs identified in the 2021 PCR Synthesis review to present them at Division learning days, which date is still undetermined because of the pandemic. Finally, the IEU will increase the utility of PCRs by having their lessons learned and recommendations easily searchable in the project portal.
32. *Lessons learned from Strategic Plan implementation Review* – This independent analysis will build on the 2022 AESR. In alignment to the commitments of the AESR 2021 management response, it will include a process involving middle management participation:
 - A steering mechanism established, in form of a group at the mid-management level (MAG or selected Division representatives at Chief level).

- An annual review of the implementation plan and implementation by the Steering group, with a documentation of the lessons learnt that will be shared with Senior Management and included in the annual CCITF reports.

33. *Review of Knowledge Management in the ITC Evaluation Function* – In 2022, IEU will consolidate its overall approach to evaluation knowledge management. It will build on the knowledge-related products listed above and enhance its role in diffusing evaluation knowledge through communication and presentations of evaluation results. To improve IEU’s approach of evaluation knowledge management and plan for the process throughout the 2022-2025 period, this participatory review is expected in 2022, to ensure that the IEU’s strategy and practice to knowledge management is in line with best practice and enable a deeper understanding in this area. The review is scheduled for finalization in Q3.

Evaluation Policy and Guidelines

34. In 2022, the IEU will update the Evaluation Guidelines to the UN requirements in relation to the domains of Gender, Disability and Human Rights. A more comprehensive update of the Evaluation Policy and the Evaluation Guidelines is foreseen for 2023.

SUPPORT

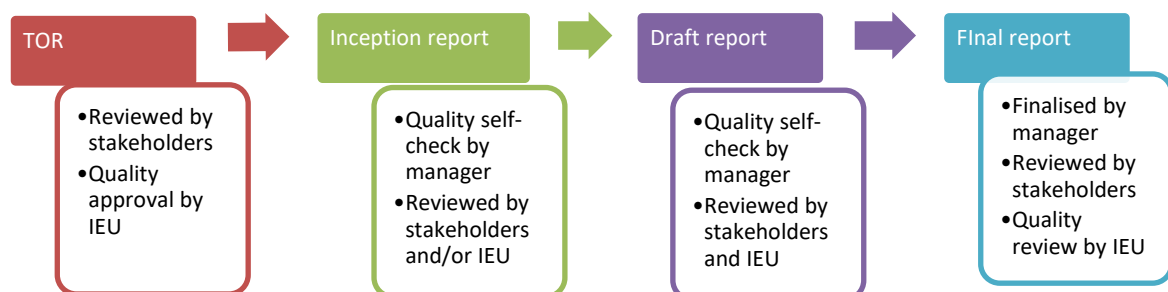
ITC staff evaluation capacity

35. In 2022, all project managers whose project will be subject, either to an independent evaluation, or a self-evaluation (including PCRs), or a funder-led evaluation, will be invited to take the “Evaluation at ITC” course through the L&D Hub, which is not mandatory. The objective is to enhance ITC’s staff evaluation capacity and to provide them with timely and comprehensive guidance complementing the unit's advisory services to conduct these evaluations. Moreover, IEU will continue providing interested ITC staff with dedicated and regular trainings on PCRs and evaluations, through the ITC Training Weeks.

Self-evaluations

36. As defined by the OECD, a self-evaluation is an evaluation carried out by those who are entrusted with the design and delivery of a development intervention’.⁸ Beyond training support, among the advisory services provided by the IEU, assistance is provided to Project Managers to pursue a self-evaluation. Advisory services related to the quality assurance of a self-evaluation process generally follow the stages set out in figure 1 below. See *Annex 1* for full details about IEU technical support and quality assurance services to self-evaluations.

Figure 1: Self-Evaluation quality assurance process:



37. In **2021**, following the 2020 the stakeholder’s survey conducted on the utility of evaluation in the ITC, IEU intensified its support to project teams in the preparation and process of self-evaluations. The interventions were the following:

⁸ In this light, it is best if the Project Manager (PM) of the project or programme also manages the self-evaluation, with support from the IEU. A self-evaluation can be performed by the PM, or a consultant can be hired to carry out the data collection and drafting of the evaluation. In either case, the content of the evaluation, including any recommendations are up to the discretion of the Project Manager. For W2 projects, these arrangements are to be approved by the funder in advance, and this information is conveyed to the IEU.

- *Final self-evaluation of the Trade-Related Technical Assistance (ARISE+ Myanmar) project.* IEU supported the drafting and finalization of the ToR. However, it was then postponed due to civil unrest in the country.
- *Final self-evaluation of the Trade and Investment Project (TIP) in Myanmar.* This was completed by project manager and submitted to the FCDO as agreed.
- *Midterm self-Evaluation of the Developing the tourism sector with a focus on surfing and destinations project in Liberia.* In 2021, the project manager was introduced to EIF requirements for evaluation. However, due to change in end date of the project, the project manager has opted in 2022, for hiring a consultant to collect the data and complete the PCR and will only be asking for IEU's assistance in identifying a consultant.

38. **2022** – In addition to the Myanmar self-evaluation mentioned above, the following self-evaluations are envisaged this year:

- *ITC Gender Equality and Women's Empowerment (GEWE) Framework* –The ITC Gender Unit has been trained in ILO methodology to carry out a Participatory Gender Audit (PGA) and is motivated to undertake this self-evaluation in 2022. This exercise will assess ITC's performance on gender mainstreaming within the organization.⁹ The Gender Unit will not have the funds to hire a consultant and has requested IEU's financial support to conduct the self-evaluation.
- *Final self-evaluation of the Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II project in the Caribbean* (still to be confirmed)
- *Midterm self-evaluation of the Trade-Related Assistance (Arise + Malaysia) project in Malaysia* (the IEU has been providing support for the drafting of the ToR and it should be completed by Q3).

Funder-led evaluations

39. As set out in the ITC Evaluation Guidelines, a funder-led evaluation is an evaluation commissioned, managed and/or conducted by the project funder. In case of funder-led evaluations, project managers should ensure the IEU has been informed that the evaluation will take place and when. This allows the IEU to contact the funder to ensure harmonization of evaluation approach and methods. In addition to the above-mentioned training support, the work of the IEU is to support project management during the evaluation process and analyze and diffuse the lessons that emerge from funder-led evaluations through the Annual Synthesis Evaluation Report (AESR). See *Annex 2* for full details about IEU technical support and quality assurance services to funder-led evaluations.

40. In **2021**, the IEU has actively supported Project Managers throughout the process of the following funder-led evaluations:

⁹ To obtain an "exceeds UN-SWAP requirements", it is necessary by 2022, to conduct an assessment of corporate performance both in developmental projects and within the organization. (This self-evaluation would complement the findings of the Evaluation of the ITC SheTrades Initiative, which is focusing on evaluating performance of gender-related developmental activities/projects.)

- *Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)* – This midterm evaluation is carried out by the EU. The IEU provided guidance and support to the project manager throughout the evaluation process. The final report is still pending.
- *Bhutan Trade Support* – This midterm ROM exercise was carried out by the EU. (The IEU supported the project manager throughout the evaluation process, which included a bespoke information session with the project team at the early stages of the ROM exercise.)
- *EU-EAC MARKUP Programme (EU-EAC Market Access Upgrade Programme – MARKUP, and Burundi Market Access Upgrade Programme – MARKUP)* – This midterm evaluation initiated by the EU in Q4 2020 and was delayed until Q2 2021. The IEU supported the project manager by reviewing the draft TOR in 2020 and draft Inception Report in 2021.
- *State of Palestine: Reform and Development of Markets, Value Chains and Producers’ Organizations* – This midterm evaluation conducted by FAO, started in Q4 2020 and ended in 2021. The IEU provided guidance and support to the project manager throughout the evaluation process. The final report is still pending.
- *Partnership for Investment and Growth in Africa (Main Phase)* – This final evaluation, which was conducted by FCDO, took the form of a Funder-led Review.
- *Supporting Indian trade and investment for Africa (SITA)* – This final evaluation, which was conducted by FCDO, was completed in November 2021.

41. **2022** – In terms of funder-led evaluations for projects having finished in 2021 or finishing in 2022, with a budget over two USD mio,¹⁰ there is to date, only one which is fully confirmed and three partially confirmed. Despite IEU’s consistent engagement with the concerned project managers, the others are planned but not yet confirmed. Considering the level of uncertainty, it is difficult to precisely predict the level of resources to be invested in terms of IEU’s technical support and quality assurance services to funder-led evaluations in 2022. Projects, which project document indicates that they will be subject to funder-led evaluation are as follows:

Funder-led evaluation already initiated in 2021, or confirmed, or partially confirmed, for 2022

- *Burkina Faso et Mali: Création d’emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle »* – EU final evaluation initial stages took place in 2021, the evaluation is to be carried out in 2022.
- *Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people* – This EU final evaluation is confirmed to be carried out in 2022.
- *Bhutan Trade Support* – It is confirmed that the EU will conduct the final evaluation. (As mentioned above, a funder-led Midterm ROM exercise was carried out in 2021.)

¹⁰ It is worth noting here that some of these potential evaluations were supposed to take place in 2021. They were postponed or cancelled in all likelihood because of the pandemic.

- *Thailand: Trade-Related Assistance (Arise + Thailand)* – This midterm ROM exercise will be carried out by the EU in 2022 and the IEU is providing support to the project.
- *South Sudan: Jobs Creation and Trade Development* – This midterm ROM exercise will be carried out by the EU in 2022 and the IEU is providing support to the project. (In addition, this project has been included in the broader evaluation of the EUTF programme, which precise activities are still to be determined.)
- *Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)* – This project is subject to an impact evaluation within the overall on-going EUTF evaluation undertaken by the EU. The project M&E system is being prepared for the impact evaluation process in 2021 by the EU with the support of IEU.
- *Pakistan: Revenue Mobilization for Investment and Trade (ReMIT)* – This midterm FCDO evaluation is planned for 2022 but the date is to be determined
- *Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy* – The midterm ROM exercise, which will be conducted by the EU, is confirmed for Q2. (The IEU supported the project manager including a bespoke information session with the project team at the early stages of the ROM exercise.)

Funder-led evaluation planned for 2022 but not confirmed

- *Eastern Partnership: Ready to Trade - an EU4Business initiative* – This project ended in 2021. EU final evaluation still to be confirmed.
- *Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains* – This project ended in 2021. Final evaluation to be undertaken SIDA is not confirmed. (A midterm Self-Evaluation was carried out in 2019.)
- *Trade Intelligence: UK Trade Partnerships Programme* – This project ends in 2022. To date, no FCDO-led final evaluation is confirmed. (As mentioned earlier, this project is to be included in UKTP Programme evaluation to be decided for 2023.)
- *Enhancing Transparency and Traceability of Sustainable Textile Value Chains* – This EU final evaluation is still not yet confirmed.
- *The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth* – This EU final evaluation is not confirmed. (As mentioned above, a funder-led Midterm Evaluation was carried out in 2021.)
- *Colombia PUEDE: Peace and unity through productive development and commercialization* – To date, no EU-led final evaluation is confirmed. (As mentioned earlier, this project requested an independent evaluation, which is to be decided for 2022.)
- *COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders* – There is no confirmation that COMESA will undertake a final evaluation in 2022.
- *EU-EAC Market Access Upgrade Programme – MARKUP, and Burundi: Market Access Upgrade Programme - MARKUP* – It is unclear that the EU will undertake the final

evaluations in 2022. (As mentioned above, funder-led Midterm Evaluations were carried out in 2021.)

- *Culture project: Identity Building and Sharing Business Initiative* – This EU-led final evaluation is not confirmed.
- *ECOWAS: West Africa Business and Export Promotion Project (WABEP)* – This EU final evaluation is not confirmed for 2022. (However, the project end date might be extended one year.)
- *Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)* – This EU final evaluation is not confirmed. (Midterm evaluation being finalized the end date of project could be extended.)
- *Jordan: Trade for Employment Project: “Improving Business Environment for SMEs Through Trade Facilitation”* – GIZ to carry out final assessment of expenditures. (This project is subject to possible extension and final evaluation is also to be discussed.)
- *Systematic Mechanism for Safer Trade (SYMST)* – This EU-led final evaluation is not confirmed.
- *The Gambia: Youth empowerment project (YEP)* – This EU-led final evaluation is not confirmed. (An independent midterm evaluation was carried out in 2018 by IEU.)
- *Improving the international competitiveness of the textile and clothing sector* in Jordan (B811), Tunisia (B672), Egypt (B673), Morocco (B674), including the MENATEX regional component (B696) and the global CTEX component (B451) – An independent Midterm evaluation is being carried out by the IEU. It initiated in Q4 2021. There is no confirmation of a final funder-led evaluation carried out by SIDA and/or SECO for 2022.
- *Improving the international competitiveness of the textile and clothing sector (GTEX)* in Tajikistan (B675) and Kyrgyzstan (B676) – These SECO-led final evaluations are not confirmed.
- *Iran: Trade-Related Technical Assistance* – There will be a possible midterm evaluation carried out by the EU, pending discussions. There is in addition possible project extension.
- *Implementation of the African Trade Observatory within the AUC* – There will be a possible midterm evaluation carried out by the EU, pending discussions. There is in addition possible change to end date and project extension.
- *Nepal Trade-Related Assistance* – This planned EU midterm evaluation is not confirmed.
- *ACP: Strengthening Productive Capabilities and Value Chain Alliances* – This planned EU midterm evaluation is not confirmed.
- *République Centrafricaine: Programme d’appui à la promotion de l’entreprenariat en milieu urbain et rural (PAPEUR)* – This planned EU midterm evaluation is not confirmed. (This project is subject to a Review led by the IEU to be decided for 2022).

- *Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2)* – This planned EU midterm evaluation is not confirmed.
- *Pakistan: Growth for rural advancement and sustainable progress (GRASP)* – This planned EU midterm evaluation is not confirmed.
- *Afghanistan: Advancing trade (Phase II)* – This planned EU midterm evaluation is not confirmed.
- *Eswatini: Promoting growth through competitive alliances I* – This planned EU midterm evaluation is not confirmed. (This project is included within the scope of the developmental evaluation review carried out by the IEU in 2021 and 2022.)
- *Uzbekistan: Facilitating the Process of Accession to the WTO* – This planned EU midterm evaluation is not confirmed.
- *Philippines: Trade-Related Assistance (Arise + Philippines)* – This planned EU midterm evaluation is not confirmed.

Potential funder-led evaluations in 2023

- *SheTrades West Africa* – This KOICA-led final evaluation to take place in Q4 2023, and date of evaluation to be confirmed in October 2023.
- *Iran: Trade-Related Technical Assistance* – This EU-led final evaluation to be confirmed.
- *Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus)* – This EU-led final evaluation to be confirmed. (Funder-led Midterm Evaluation completed in 2021.)
- *Guinea: Relance de la filière ananas (REFILA)* – This UNIDO-led final evaluation is planned for 2023.
- *Tanzania: Kigoma Joint Programme under UNDP II* – Final Evaluation to be carried out by the One UN Fund in Q2 2023.

Project Completion Reports

42. Through the improvement and streamlining of the overall process of the PCR approval and reporting in the project portal, accountability for PCR submission has been enforced at various levels. Project managers are now systematically given at least 3 reminders about PCR submission: (i) 1 month before the project's end date; (ii) the working day following the project's end date; and (iii) the beginning of the month the PCR is due if not been submitted. The timeline for PCR submission has been adjusted from 3 to 6 months for alignment with external stakeholder reporting deadlines. In addition, emphasis has been placed on ensuring high-quality PCRs by revising the PCR template and related filling instructions used.¹¹
43. In 2022, IEU will continue offering its support to project teams, through training, and upon their request and as part of its advisory services, in their dialogues to discuss PCR preparation to pave

¹¹ About submission rates, over the 27 PCRs to be submitted in 2021, 13 were submitted within the 6-month period, 13 after 6 months, and one is to date still overdue.

the way for a common understanding of project performance and improvements to be introduced in future interventions.

EXTERNAL ENGAGEMENT

UNEG

44. In 2021, the IEU has been actively participating in the work of the UN Evaluation Group (UNEG) and has contributed to the work of UNEG working groups related to “Gender, Disability and Human Rights”, and “Ethics and Code of Conduct”. The engagement in these two working groups will continue throughout 2022. In addition, IEU proposed during the last UNEG Annual General Meeting, UNEG to invest in the theme of ‘evaluation in the future of work’, a possibility which will be considered by the members of the “Use and Appropriateness of Methods” working group. Finally, IEU will participate in the newly created “Private Sector” interest group.

UN SWAP

45. The Unit contributes to corporate reporting on ITC’s involvement with the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW). In Q4 2021 and Q1 2022 the IEU continued to support the implementation of the UN-SWAP by reporting on KPI 4 - Evaluation, by conducting a meta-evaluation, and completing the UN-SWAP Evaluation Scorecard to analyze the evaluations completed during the year.

UN DIS

46. The Unit also contributes to ITC’s corporate reporting on the implementation of the UN Disability Inclusion Strategy (DIS) through KPI 10 – Evaluation. According to the 2021 reporting, to rate as approaching requirements, the ITC evaluation guidelines must contain guidance on how to address disability inclusion in evaluation, as outlined in the [UNDIS Technical Note](#). This will be accounted for when the ITC evaluation guidelines are updated in 2022. The Unit will continue to support the implementation of the UNDIS in coordination with the ITC Disability and Accessibility Focal Point.

OIOS

47. In 2021, the IEU took part in two Office of Internal Oversight Services (OIOS) evaluations, which were completed:

- The *Evaluation Study of the UN Evaluation Dashboard 2018-2019* (an internal document), and,
- The *assessment of strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives* ([A/76/69](#)).

48. In 2022, The IEU will take part in the *thematic evaluation on Secretariat SDG support*, which is scheduled to start in Q1.

49. In addition, as indicated in ITC’s management response to A/76/69, the IEU will continue to:

- Develop its annual Evaluation Work Programme, which includes the evaluation of at least one ITC programme;
- Ensure the submission of management responses and action plans for each independent evaluation carried out by the Unit; and
- Carry out the follow-up processes to determine the implementation of the recommendations from independent evaluations carried out by the Unit.

JIU

50. As the focal point for Joint Inspection Unit (JIU), in 2021, the IEU contributed to the completion of JIU reports, including:

- *Review of mainstreaming environmental sustainability across organizations of the UN (JIU/REP/2020/8)*, and
- *Review of UN system support for landlocked developing countries to implement the Vienna Programme of Action (JIU/REP/2021/2)*.

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

- *Review of policies, measures, mechanisms, and practices to prevent and address racism and racial discrimination in the UN system (A.457 – Review focal point DPS/HR)*, and
- *Review of business continuity policies and practices in UN system (A.458 – Review focal point DPS OD/ITS)*.

52. In 2021, the IEU reported on the implementation of JIU recommendations to ITC, which was made possible through the reporting provided by many staff. However, even though ITC does not actively participate in all JIU Reviews, it is still subject to receiving JIU recommendations regardless of its involvement. This has led to a scenario where subject-matter focal points are required to provide reporting on the implementation of recommendations, even if ITC has not actively participated in the Reviews. In 2022, the IEU will continue to play its role and following-up on past JIU recommendations issued to ITC.

BUDGET

53. ITC management supports the JIU recommendation of developing a comprehensive budget framework and resource allocation plan for the ITC evaluation function. In addition, to staff resources, the IEU receives an annual RB allocation of CHF 200K.¹²
54. The indicative budget below covers consultancy and mission costs¹³ necessary to produce evaluation deliverables.

Evaluation indicative budget for 2022	
Independent evaluation / <i>Sustainable and Resilient value chains</i>	60,000
Midterm independent evaluation / <i>Ukrainian Fruits & vegetables</i>	a/ 45,000
Final independent evaluation / <i>Colombia puede</i>	45,000
Sustainability Reviews / <i>Burkina Faso, Niger, Laos</i>	b/ 32,250
Nat. Eval. Capacity Development / <i>training package and diffusion</i>	c/ 30,000
Independent evaluation / <i>SheTrades</i>	d/ 4,100
<i>Annual Evaluation Synthesis Report</i>	30,250
<i>Review of the evaluation function knowledge management system</i>	25,000
Support to <i>Self-evaluation of ITC GEWE Framework</i>	e/ 20,000
Total	USD 291,600

a/ Evaluation cost covered by the project budget.

b/ Includes consultancy costs covered by ITC. It does not include National Government (NIU) evaluation work. Nor does it include local missions' cost, which is covered by the EIF operational budget.

c/ Includes the tool development consultancy and regional workshops logistics costs, which are covered by EIF operational budget.

d/ Includes mission cost in the field of this on-going evaluation, which started in 2021.

e/ IEU's subsidy to the ITC Gender Unit to conduct this self-evaluation.

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

¹³ The assumption is that the sanitary situation in 2022, will allow for evaluation missions in the field to re-initiate.

ANNEXES

Annex 1: IEU's technical and quality assurance services to self-evaluations

SELF-EVALUATION FULLY PERFORMED BY THE PROJECT MANAGER		SELF-EVALUATION PERFORMED WITH THE USE OF AN INDEPENDENT CONSULTANT	
ROLE OF THE PM	ROLE OF THE IEU	ROLE OF THE PM	ROLE OF THE IEU
Write-up of the Self-Evaluation Terms of Reference (TOR) .	Provides advice ¹⁴ , reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.	Write-up of the Self-Evaluation Terms of Reference (TOR) .	Provides advice, reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.
		Write-up of the Consultant TOR .	Provides advice, reviews TOR drafts, and provides feedback and comments. Ensures the TOR conforms to ITC Evaluation Guidelines and Policy.
		Issuance of an Expression of Interest (EOI) through the ITC website facilitated by HR	Liaises with HR to have the EOI published, with CVs being submitted to the IEU email address.
		Reviews of CVs, and selection criteria as proposed by IEU. PM makes a selection of the Consultant to be hired, and holds interviews.	Reviews the CVs and provides advice to the PM on the selection of the consultant. If requested, IEU attends the consultant interviews in order to assist the PM in selection.
		Finalizes consultant selection and initiates hiring processes	Requests HR to remove the publication of the EOI from the ITC website.
Write-up of the Draft Inception Report to be circulated to stakeholders (including Funder, Director, Chief, Implementing Partners, Technical Staff, etc.) advising on the data collection methods to be used for the self-evaluation workplan, evaluation matrix, etc.	Reviews drafts of the Inception Report and provides feedback and comments, ensuring the proposed data collection methods adhere to ITC Evaluation Guidelines and Policy as well as United Nations Evaluation Group (UNEG) evaluation norms and standards	Based on initial desk research the consultant writes-up the Draft Inception Report outlining the data collection methods to be used for the self-evaluation, as well as workplan, schedule for interviews, evaluation matrix, etc., and sends it to the PM for review.	Reviews drafts of the Inception Report and provides feedback and comments, ensuring the proposed data collection methods adhere to ITC Evaluation Guidelines and Policy as well as UNEG evaluation norms and standards.
		Project Manager sends the Draft Inception Report back to the Consultant to make initial revisions based on comments and feedback from the PM and the IEU. All correspondence is copied to IEU	

¹⁴ **Note:** All advice is customized to support the self-evaluation process, and project context, with a view to enhance a collaborative process.

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

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

Annex 2: IEU's technical and quality assurance services to funder-led evaluations

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

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

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