

June 2018

Evaluation of the Non-tariff Measures

Programme

Vol. 2 Annexes

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The International Trade Centre has not formally edited this document.

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Annex 1: Evaluation Matrix: Key questions and collection methods + Definition of SDGs Covered by the Programme

ITC's contribution to the SDGs:

SDG 2.b (Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round),

SDG 17.10 (Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda),

SDG 17.12 (Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access).

Objectives of the evaluation	
1.	Assess performance and results of the programme in line with the objectives stipulated in the MOU and revised in other project documents; and
2.	Generate learning and insights and prove recommendations to be used to maximise performance in the remaining of the second phase and for the design of a possible third phase of the programme. Special emphasis will be devoted to issues related to sustainability and utility from the perspective of partner countries and partner institutions.
3.	The evaluation of processes will assess the management of the project cycle in relation to project delivery and timeliness, while considering roles, responsibilities and decision making processes.
4.	The evaluation of operations will assess the extent to which results have been achieved, look at the overall contribution of the project to the project's direct beneficiaries and situate the benefits of the project in the national trade development context. In addition, the broader role of the ITC in supporting the identification of trade priorities, capacity building and/or transfer will be analysed

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
Relevance is to assess the consistency of the objectives of an intervention with beneficiary needs, the country's development or policy priorities and strategy, and ITC's strategic strategy and corporate goals. Note: The adequacy and coherence of the components (design) to achieve those objectives should be	Context and trends	Relevance of NTM barriers in GVC context and in enterprise competitiveness contexts	<p>What are new trends in NTM barrier –related effects on GVC and enterprise competitiveness?</p> <p>Does the design of the NTM programme and its evolution address them?</p> <p>Is there any change in circumstances that is altering the validity of programme objectives?</p>	Coherence between design and stakeholders' needs and adaptability to new trends	<ul style="list-style-type: none"> • Research • Review of project documents and M&E reports
	Organizational relevance	Conformity with the organization's mandate: relevance to strategic objectives and use made of ITC comparative advantages	<p>Does ITC have a clear comparative advantage and a mandate and priority on NTM knowledge creation and diffusion?</p> <p>How well linked is the NTM programme to ITC's strategic objectives?</p>	<p>Adequate technical capacity and recognition by peers and clients of ITC competence and role.</p> <p>Existence of an ITC mandate in the field of NTM and its coherence with overall mandate</p>	<ul style="list-style-type: none"> • Interviews decision makers in Geneva • Interviews with NTM team • Logframe & ToC analysis • Questionnaires of decision-makers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
	Stakeholders relevance	Relevance to the needs of users (e.g. policy makers, TISIs and SMEs)	What is stakeholders' perception of the relevance of increasing NTM knowledge creation and diffusion?	Stakeholders perception about the importance of NTM knowledge for their work	<ul style="list-style-type: none"> • Interviews decision makers in Geneva • Interviews Desk officers • Interviews with NTM team • Logframe & ToC analysis • Questionnaires of decision-makers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
assessed as well			What is the value of bringing NTMs business perspective in efforts to mitigate NTM-related obstacles?	The extent to which stakeholders consider business perspective as a trigger to generate action.	<ul style="list-style-type: none"> • Questionnaires of enterprises • Questionnaires of TISIs • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
	Programme design	Rationale, coherence and clarity of the design, including logical relationship between planned outputs and expected results / outcomes	Is the strategy and hierarchy of objectives (outputs, objectives results) coherent and achievable? Is it built on a coherent and achievable theory of change?	Quality of the logframe and the ToC	<ul style="list-style-type: none"> • Interviews with NTM team • Logframe & ToC analysis • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
			Is it designed to accommodate users' NTM-related needs?	Coherence between design and stakeholders' needs and adaptability to new trends	<ul style="list-style-type: none"> • Desk review • Interviews decision makers in Geneva • Interviews Desk officers • Interviews Technical officers • Random Analysis of Reports • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
			Are the allocated resources sufficient to deliver the outputs / outcomes?	Correspondence between planned deliverables and available means	<ul style="list-style-type: none"> Budget and cost analysis Review of project documents and M&E reports
	Partnerships	Strength and use made of internal and external partnerships	What kind of internal and external partnerships exist and how well are they designed to work and support achievement of the objectives?	Clarity and coherence in internal and external Partnerships	<ul style="list-style-type: none"> Budget and cost analysis Interview for regional analysis Interviews decision makers in Geneva Interviews Desk officers Interviews Technical officers Interviews with NTM team Logframe & ToC analysis Review of project documents and M&E reports Sri Lanka and Côte d'Ivoire papers
Effectiveness - Realization of outcomes and objectives.	NTM DATA: <i>ENTERPRISES ARE MORE KNOWLEDGE ABLE ABOUT NTMS TO</i>	<i>NTM DATA COLLECTION</i>	<p>Were selected company / consultants for data collection / analysis suitable?</p> <p>What was the role of implementing company / consultants in data collection / analysis?</p>	Quality of implementing company / consultants	<ul style="list-style-type: none"> Analysis of tender processes Interviews with implementing company / consultants Interviews with NTM team

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
It is to assess to what extent the intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance	<i>ACCESS SPECIFIC MARKETS (ENHANCED TRANSPARENCY)</i>		Were implementing company / consultants effective in data collection / analysis?		<ul style="list-style-type: none"> Review of project documents and M&E reports Sri Lanka and Côte d'Ivoire papers
			What has been the role of stakeholders (Government and TISIs) in supporting data collection?	Level of support and involvement of stakeholders in supporting data collection.	<ul style="list-style-type: none"> Interviews decision makers in Geneva Questionnaires of decision-makers Questionnaires of TISIs Review of project documents and M&E reports
	<i>NTM DATA DISSEMINATION</i>	How effective have been the different diffusion channels i.e. NTM module in Market access map, stakeholder events, NTM reports, and other diffusion activities?	<p>Level of diffusion through different channels to different categories of stakeholders</p> <p>Level of support of stakeholders in diffusing data</p>	<ul style="list-style-type: none"> Questionnaire of decision-makers Questionnaires for academia and researchers Questionnaires of enterprises Questionnaires of TISIs Questionnaires to database users Review of project documents and M&E reports Sri Lanka and Côte d'Ivoire papers 	

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
	NTM SURVEYS AND RELATED ANALYSES: POLICY MAKERS IN PROGRAMME COUNTRIES AND REGIONS UNDERSTAND NTM-RELATED TRADE OBSTACLES THAT ARE FACED BY THE BUSINESS SECTOR AND ARE ABLE TO FORMULATE CONCRETE RECOMMENDATIONS TO OVERCOME THEM.	LOCAL SURVEY EXPERTS TRAINED ON SURVEY METHODOLOGY AND CLASSIFICATIONS	Has ITC's training for company / consultants been effective?	Quality and effectiveness of training	<ul style="list-style-type: none"> • Interviews NTM study implementing company • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		POLICY MAKERS ARE PROVIDED WITH AN IN-DEPTH ANALYSIS OF THE BUSINESS PERSPECTIVES ON NTMS	<p>Was the analysis reader-friendly and technically up to date and comprehensive in terms of country / sector coverage?</p> <p>Did the analysis include the identification and contextualization of the NTM-related barriers, assigning solutions to identified agencies and actionable recommendations?</p>	Quality of data and analysis in workshop reports	<ul style="list-style-type: none"> • Interviews with NTM team • Questionnaire of decision-makers • Random Analysis of final Reports / Workshop reports • Random Analysis of Surveys • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		STAKEHOLDER WORKSHOPS	<p>Were the workshops sufficiently prepared, inclusive, focused and followed up to ensure a consensus-enabling environment?</p> <p>Did the workshops provide for stakeholders' information, sensitization and "buy-in" in terms of analyzing and validating conclusions and recommendations and</p>	<p>Level of preparation and participation</p> <p>Quality of agendas, presentations and discussions</p>	<ul style="list-style-type: none"> • Analysis of workshop agendas, presentations and minutes • Interviews with NTM team • Questionnaires for academia and researchers • Questionnaires of decision-makers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
			consensus building on feasible plans to act?		<ul style="list-style-type: none"> • Questionnaires of enterprises • Questionnaires of TISIs • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		<i>REGIONAL ANALYSIS</i>	<p>Was the regional analysis adding value to the NTM surveys and the programme approach?</p> <p>Was the analysis reader-friendly and comprehensive in terms of country / sector coverage?</p>	Quality of data and analysis in the regional survey reports	<ul style="list-style-type: none"> • Analysis of regional survey reports • Interviews Desk officers • Interviews with NTM team • Review of project documents and M&E reports
		<i>REPORT PUBLISHED TO DOCUMENT BUSINESS CONCERNS WITH NTMS AND/OR REGIONAL ANALYSES</i>	<p>Were the reports reader-friendly and technically comprehensive in terms of country / sector coverage?</p> <p>Were the reports published on time and did they build on the learning of the workshops and follow up activities?</p>	<p>Timeliness of final reports</p> <p>Quality of data and analysis in final reports</p> <p>Degree of incorporation of workshop-related learning into final reports</p>	<ul style="list-style-type: none"> • Analysis of final Reports / Workshop reports • Interviews Desk officers • Interviews with NTM team • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
	INITIATIVES TO MITIGATE NTM-RELATED	<i>THE MATRIX OF ACTIONS (BASED ON THE NTM</i>	Did consultations with decision makers provide consensus on the required actions in the matrixes to address the NTM-related trade obstacles?	Level of contextualization of the recommendations, including progress from workshop report stage to final report stage	<ul style="list-style-type: none"> • Analysis of final Reports / Workshop reports • Interviews decision makers in Geneva

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
	TRADE OBSTACLES: INITIATIVES TO OVERCOME IDENTIFIED OBSTACLES HAVE CONTRIBUTED TO AN ENHANCED BUSINESS ENVIRONMENT.	<i>SURVEY RESULTS) IS VALIDATED INCLUDING A PRIORITIZATION OF RECOMMENDATIONS</i>	Did the matrix include a plan of actions prioritizing recommendations for each competent agency at national level?	Level of buy-in of agencies on diagnostic and on recommended solutions	<ul style="list-style-type: none"> • Interviews Desk officers • Interviews Technical officers • Interviews with NTM team • Questionnaires of decision-makers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		<i>IDENTIFICATION OF RELEVANT ORGANIZATIONS ABLE TO ADDRESS IDENTIFIED ISSUES AND DISSEMINATION OF ACTION MATRICES.</i>	<p>What was the process in place to identify relevant organizations? Was it effective?</p> <p>How effective has ITC been in supporting identified relevant organizations to address obstacles in the following areas:</p> <ul style="list-style-type: none"> • Dialogue and transparency • Procedural measures • Trade negotiations • Quality issues 	Level of effectiveness of ITC follow up actions	<ul style="list-style-type: none"> • Interview Desk Officers • Interviews decision makers in Geneva • Questionnaires of decision-makers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		<i>ITC DIRECT OR INDIRECT ASSISTANCE IS SCOPED SUBJECT TO THE BUDGET AND</i>	How effective has ITC been in scoping direct or indirect assistance to support identified relevant organizations to address obstacles in the above-mentioned areas?	Level of effectiveness of ITC follow up actions	<ul style="list-style-type: none"> • Analysis of final Reports / Workshop reports • Interviews Desk officers • Interviews Technical officers • Interviews with NTM team • Sri Lanka and Côte d'Ivoire papers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
		<i>EXPERTISE AVAILABLE.</i>			
		<i>ITC ASSISTANCE AS DEFINED IN OUTPUT 3 AND OTHER COMPLEMENTARY ITC INITIATIVES, IS IMPLEMENTED IN SURVEY COUNTRIES AND/OR AT THE REGIONAL LEVEL.</i>	How effective has ITC been in implementing direct or indirect assistance to support countries addressing obstacles in the above-mentioned areas?	Level of ITC effective implementation of direct or indirect assistance	<ul style="list-style-type: none"> • Interviews Desk officers • Interviews Technical officers • Interviews with NTM team • Questionnaires of decision-makers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		<i>TOAM IS SUCCESSFULLY IMPLEMENTED IN SURVEY COUNTRIES AND/OR AT THE REGIONAL LEVEL.</i>	Was the design of TOAM in line with the demand and capability of the country?	Degree of relevance of TOAM within country context	<ul style="list-style-type: none"> • Côte d'Ivoire paper • Interviews of TOAM Maurice stakeholders
			How effective has ITC been in supporting the implementation of TOAM?	Degree of effectiveness in supporting partners in TOAM implementation Degree of effectiveness in trainings for TOAM	<ul style="list-style-type: none"> • Budget and cost analysis • Côte d'Ivoire paper • Interviews of TOAM Maurice stakeholders • Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
			How effective has TOAM been in providing transparency and solutions to obstacles?	<ul style="list-style-type: none"> Level of use by enterprises Level of use by policy makers Level of addressing obstacles 	<ul style="list-style-type: none"> Côte d'Ivoire paper Interviews of TOAM Maurice stakeholders Review of project documents and M&E reports
			Is TAOM cost-effective?	Degree of outcome generated by input	<ul style="list-style-type: none"> Budget and cost analysis Review of project documents and M&E reports
			Are TAOM operational and governance mechanisms effective and sustainable?	<ul style="list-style-type: none"> Level of partners' ownership over TOAM Level of coherence and coordination of TOAM with existing country mechanisms 	<ul style="list-style-type: none"> Côte d'Ivoire paper Interviews of TOAM Maurice stakeholders Review of project documents and M&E reports
	SERVICES TRADE REGULATION S: KEY INTERNATIONAL ORGANIZATIONS VALIDATED AND USE THE TAXONOMY FOR SERVICES	TAXONOMY FOR SERVICES TRADE REGULATION IS DEVELOPED.	Has taxonomy being developed?	Level of progress in building taxonomy	<ul style="list-style-type: none"> Interviews with NTM team Research Review of project documents and M&E reports
		A SURVEY METHODOLOGY IS DEVELOPED AND READY FOR MULTI-	Has a survey methodology being developed?	Level of progress in developing survey methodology	<ul style="list-style-type: none"> Interviews with NTM team Research Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
	<i>TRADE REGULATION S.</i>	<i>COUNTRY ROLL-OUT.</i>			
		<i>SURVEY RESULTS FROM PILOT COUNTRIES ARE AVAILABLE AND ANALYZED.</i>	Are survey results from pilot countries available?	Level of progress in deploying survey methodology and analyzing results	<ul style="list-style-type: none"> • Interviews with NTM team • Review of project documents and M&E reports
Efficiency. A measure of how economically resources / inputs (funds, expertise, time, etc.) are converted to results.	Partnerships	Strength and use made of internal and external partnerships	What kind of internal and external partnerships have been developed? How well do partnerships work and support achievement of the objectives and to an efficient use of resources?	<p>Level of effectiveness of internal partnerships</p> <p>Level of complementarity and value added through external partnerships</p>	<ul style="list-style-type: none"> • Budget and cost analysis • Interviews decision makers in Geneva • Interviews Desk officers • Interviews Technical officers • Interviews with NTM team • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
	Resources	Adequacy of staff and financial resources / time	<p>Does staff possess necessary skills and expertise?</p> <p>Are the required capacity building mechanisms in place to mitigate possible lacunae?</p>	<p>Level and development of staff skills, capacity and knowledge</p> <p>Degree of alignment between assigned work and resources.</p>	<ul style="list-style-type: none"> • Budget and cost analysis • Interviews Desk officers • Interviews with NTM team • Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
			Are resources available and sufficient at the time they are needed?		<ul style="list-style-type: none"> Sri Lanka and Côte d'Ivoire papers
	Quality	Quality and adequacy of the outputs produced / services delivered within each of the outcomes.	<p>Do outputs and services contribute to outcomes to address the needs of clients?</p> <p>Do outputs have the required level of quality and adequacy?</p>	<p>Level of coherence between programme implementation and outcomes in the ToC</p> <p>Quality of outputs</p>	<ul style="list-style-type: none"> Interviews Desk officers Interviews Technical officers Interviews with NTM team Logframe & ToC analysis Review of project documents and M&E reports Sri Lanka and Côte d'Ivoire papers
Impact. This criterion is to assess the positive or negative, direct or indirect, intended or unintended long-term results, caused by the interventions.	Direct or indirect impact / contribution to policy maker level (direct beneficiaries) at national and regional levels	Policy makers and regulators have introduced pro-competitive changes to the business environment by addressing national NTMs and succeeded in negotiating improved market	<p>How effective has ITC been in supporting or influencing policy makers to exert their decision-making power to address NTMs?</p> <p>How effective has ITC been in supporting or influencing regional institutions to bring regional problems identified through the NTM work to the attention / on the agenda of regional working groups?</p>	Degree of improvement in Policy makers and regulators addressing NTM-related barriers and attribution or contribution to ITC activities	<ul style="list-style-type: none"> Interviews decision makers in Geneva Interviews Desk officers Interviews Technical officers Interviews with NTM team Questionnaires of decision-makers Questionnaires of enterprises Questionnaires of TISIs Review of project documents and M&E reports Sri Lanka and Côte d'Ivoire papers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
		access through reduction of NTMs in foreign markets			
	Direct or indirect impact / contribution to TISIs (direct beneficiaries)	<i>TISIs and certification agencies extend and improve their offering to SMEs to address NTMs for a more pro-competitive business environment.</i>	<p>Have TISIs gained better understanding on NTMs, and about its role and opportunities to improve its NTM barrier-related services to client enterprises?</p> <p>Have TISIs developed recommendations and initiatives to support enterprises overcome regulatory and procedural trade obstacles?</p> <p>Have TISIs advocated governmental authorities for policy changes mitigate procedural obstacles and improve the support to client enterprises on how to deal with NTMs?</p> <p>Have TISIs improved its services to its client enterprises to overcome regulatory and procedural trade obstacles?</p>	Degree of improvement in TISIs and certification agencies to extend and improve their offering to SMEs and attribution or contribution to ITC activities	<ul style="list-style-type: none"> • Interviews Desk officers • Interviews with NTM team • Questionnaires for academia and researchers • Questionnaires of enterprises • Questionnaires of TISIs • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
	ITC's indirect contribution to SMEs (exporting and importing enterprises are final beneficiaries)	<i>SMEs have been in a condition to take business decisions that improve international competitiveness in reference to NTMs, and to take advantage of market opportunities created by improvements in addressing NTMs.</i>	<p>Has there been an improvement in the conditions for trading across board in the countries covered by the programme?</p> <p>Have enterprises improved trade-related certification level of enterprises in the countries covered by the programme?</p>	Absolute and relative improvement of country performance	<ul style="list-style-type: none"> • Questionnaires for academia and researchers • Questionnaires of enterprises • Research • Review of project documents and M&E reports
Sustainability The continuation of benefits from an intervention after major assistance	The extent to which the outcomes of the programme are likely to have lasting effects	There is increased local capacity to address NTM issues and related increased efficiency of	<p>Has there been ownership developed at the country level to address NTM issues in the following areas:</p> <ul style="list-style-type: none"> • Dialogue and transparency • Procedural measures • Trade negotiations • Quality issues 	Level of improvement of national capacity to address NTM issues	<ul style="list-style-type: none"> • Interview Desk Officers • Interviews decision makers in Geneva • Interviews NTM study implementing company/consultants • Interviews Technical officers

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
has been completed The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time		developing countries' export and import processes as well as better public-private dialogue mechanisms.			<ul style="list-style-type: none"> • Questionnaires for academia and researchers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
		ITC Exit strategy	<p>What are the prospects for regular updates of NTM-related data being maintained within the framework of ITC tools data collection system, notably Market Access Map – independently of the existence of the NTM programme?</p> <p>How likely will, at the country level, the assistance of the ITC market analysis and research section (DMD/MAR) be gradually phased out over the programme cycle (for trade in goods) while the assistance of other sections as well as outside partners will gain in importance (follow-up)?</p>	<p>Level of country access to data collection system</p> <p>Number of country partners capable of following up and updating NTMs and other market data</p>	<ul style="list-style-type: none"> • Interview Desk Officers • Interviews NTM study implementing company/ consultants • Interviews of TOAM Maurice stakeholders • Interviews with NTM team • Logframe & ToC analysis • Questionnaires for academia and researchers • Review of project documents and M&E reports • Sri Lanka and Côte d'Ivoire papers
Gender equality and women's	Mainstreaming of gender dimension within ITC	The extent to which gender equality are integrated in	Was gender equality and women's empowerment integrated in project design and implementation arrangement?	Degree of integration of gender equality and women's empowerment in project design and implementation	<ul style="list-style-type: none"> • Interviews with NTM team • Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
empowerment It is to assess whether gender equality and women's empowerment are sufficiently embedded in the interventions.	and within programme implementation	design, implementation, and reporting			
Innovation, replication and scaling up It is to assess to what extent the interventions have introduced innovative approaches to achieve ITC's goals or	Innovation, replication and scaling up results	The strategy and results of promoting innovation, replication and scaling up through implementing individual projects within NTM programme	What are the characteristics of innovation(s) promoted by the project which may benefit other aid-for-trade interventions? Are the actions in question truly innovative or are they well-established elsewhere but new to the country or project area? Were successfully promoted innovation documented and shared? Have the project approaches and innovations been replicated or scale-up by other partners in the same or other countries?	Degree of innovation of the programme Programme effectiveness in replicating and scaling up innovative approaches and methods	<ul style="list-style-type: none"> • Interviews with NTM team • Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
to better adapt to emerging contexts, and the innovations have been replicated or scaled up by development partners.					
Environment and climate change The extent the interventions have contributed to protection and rehabilitation of natural resources and the environment and to climate		The contribution to changes in protection, rehabilitation of natural results and the environment and to climate adaptation and resilience	Has the project led to changes in environment and natural resources protection and rehabilitation through trade support interventions? What activities have been taken in consideration of climate adaptation and resilience and what are the results?	Degree the programme has contributed to environmental protection and resilience	<ul style="list-style-type: none"> • Interviews with NTM team • Review of project documents and M&E reports

Evaluation criteria	Issue	Issue to be addressed	Evaluation questions	Indicators	Source of information / data collection methods
adaptation and resilience.					
Human rights and labor rights The extent the intervention has contributed to the promotion and protection of human rights, including labor rights in trade development.		The changes in protection of human rights and labor rights	What activities have been taken in consideration of human rights and labor rights in trade development context? Is the support to SME and employment in line with ILO's labor protection guidance? What are the results?	Degree of programme respect and promotion of human rights and labor rights	<ul style="list-style-type: none"> • Interviews with NTM team • Review of project documents and M&E reports

Annex 2: List of people interviewed

2.1. People met in the Sri Lanka inception mission

Institution	Function	Name
Department of Customs	Director General	Mr.Chulananda Perera
	Additional Director General of customs	Mr. Rajendran
	Deputy Director of Customs, Coordinator NCTF	Mr. Sunil Premarathna
	Director of Customs - Cargo examination	Mr. Lalitha Weerasinghe
Department of Commerce	Director of Commerce	Ms. Uppekha Samaratunga
	Deputy Director of Commerce	Mr. Somasena Mahadiulwewa
	Assistant Director of Commerce	Ms. Kishani Wickramasinghe
	Assistant Director of Commerce	Lakshendra Dissanayake, Mr. Geshan
Department of Trade and Investment Policy, Ministry of Finance	Director General	Mr. K.D.N.Ranjith Asoka
	Director - Economic Affairs	Ms. Dimuthu Samaratunga
	Assistant Director - Economic Affairs	Mr. N. Janagan
Department of Agriculture	Additional Director - Plant Quarantine Unit	Mr. Jayantha Senanayake
	Staff	Ms. Jayani Nimanthika
	Staff	Ms. I. K. Warshamana
Sri Lanka Standards Institution	Deputy Director General	Ms. W Nayana N Satharasinghe
	Deputy Director General	T G Gamini Dharmawardana
	Director (Quality Assurance)	Ms. Krishanthi Hendawitharana
Department of Import and Export Control	Assistant Controller	Ms. P. L. Jayamali Gunarathna
Sri Lanka Port Authority	Director - Logistics	Mr. D. Upali W. de Zoysa
	Deputy Chief Manager	Mr. I. K. Gnanathiaka
Sri Lanka Export Development Board	Chairman and Chief Executive	Ms. Indira Malwatte
	Additional Director General - Development	Ms. Jeevani Siriwardena
	Deputy Director - Market Development	Ms. Anoma Premathilake
	Acting Director	Ms. Dayani Wegapitiya

	Director - Market Development	Ms. Indu Alahapperuma
	Director - Trade Facilitation and Trade Information	Mr. Indrakeerthi
	Deputy Director - Trade Facilitation	Upul Akmeemana
	Director - Industrial Products	Chitranjali Dissanayake
	Assistant Director - Policy and Strategic Planning	Mr. Sanjeewa Rathnasekara
	Assistant Director - Export Agriculture	Gayani Wijathilde
	Assistant Director - Industrial Products	Ruwandika Wijeratne
	Deputy Director - Export Agriculture	Mrs. Shrimathi Narandeniya
	Deputy Director - Export Agriculture	Darshana Perera
	Assistant Director - Market Development	S.A.G. Anuradha
	Deputy Director - Market Development	Prasanna Jayasinghe
	Deputy Director - Packaging, Trade Facilitation and Trade Information	Dolawatta NNW
	Assistant Director - Policy and Strategic Planning	Nandika Samanahewa
Sri Lanka Tea Board, Ministry of Plantation Industries	Chairman	Mr. Rohan Pethiyagoda
	Director - Promotion	Ms. Premala Srikantha
	Director General	Mr. Anura Siriwardhana
	Deputy Tea Commissioner	K. H. S. K. Kithisiri
Industrial Technology Institute	Director General	Dr. Sirimal Premakumara
Board of Investment of Sri Lanka	Executive Director (Investment and Promotion)	Mrs. Renuka Weerakone
	Executive Director (Research and Policy Advocacy)	Ms. Champika Malalgoda
	Director (Investor Services)	Ms. Mahina Ramanayake
Ceylon Chamber of Commerce	Chairman	Mr. Dinesh de Silva
	Management Executive	Ms. Ushani Dassanayake
	National Project Manager STDF	Mr. Lal de Silva
National Chamber of Exporters	Secretary General / CEO	Mr. Shiham Marrikar
	President	Mr. Sarada M De Silva
	Manager Marketing	Mr. H. Erandi Perera

	Executive Secretary to Secretary General/ CEO	Ms. Dilini Gamlathge
Colombo Tea Traders Association	Consultant	Mr. H. D. Hemaratne
Institute of Policy Studies of Sri Lanka	Research Fellow	Dr. Janaka Wijayasiri
	Research Officer	Nipuni Perera
	Research Officer	Dharshani Premaratne
Lanka Market Research Bureau	CEO	Himalee Madurasinghe
		Ms. Iromica Jayasuriya
	Senior Consultant	Mr. Nihal De Silva
Joint Apparel Association Forum	Secretary General	Mr. M.P. Tuli Cooray
	Special Advisor	Mr. K J Weerasinghe
Ceylon Association of Shipping' Agents	Secretary General	Mr. Dhammika Walgampaya
	Director, Chief Operating Officer of the Company Aitken Spence Shipping Ltd	Iqram Cuttilan
Central Bank	Director - Statistics Department	Mr. Rohana Wijesekera
	Deputy Director	Ms. Dilruk
Tea Exporters Association	Secretary General Tea Exporters Association	Mr. Ranjith Abeykoon
	Chief Marketing Officer, Imperial Teas Limited, Imperial Tea Exports Limited	Mr. Deepal Chandrasekera
	Director, Akbar Brothers Ltd	Mr. Huzefa Akbarally
Rubber Association: Sri Lanka Association of Manufacturers and Exporters of Rubber Products (SLAMERP)	Representative of the Rubber Association: Member, Rubber Research Board of Sri Lanka	Mr. Justin Seneviratne
Food Processors Association	Chief Operating Officer of Cargills Quality Foods Ltd	Mr. Delano Dias
Lanka Fruit and Vegetables Producers, Processors and Exporters Association (LFVPPEA)	Vice Chairman	Mr. Annes Junaid
	Chairman	Mr. S. Gnanaskandan
Rubber Company : Samson International PLC.	Manager Marketing	Mr. Navindra Kumara
	Manager Marketing	Mr. S. G. Sanjeewa Weerakkodi
Horticulture Company: Ramya Horticulture Pvt LTD	Director	Ms. Thushari Weerakoon
Trading agents in the field of agricultural products and meat products, fertilizers, etc: Hayleys Agriculture	Director / CEO	Mr. Ruwan Rajapakse
		Mr. Samudra Rajapakse

Meeting at the Ceylon Chamber of Commerce, 16/12/15		
Institution	Function	Name
CEYFFA, BAZ Global, freight, logistics, consolidation	CEO	Mr. Rezvan Rasheed
Control Union Inspection (Pvt) Ltd	Marketing Manager	Mr. Supuu N. Jayasinghe
CEYFFA, The institute of chartered shipbrokers	Chairman	Mr. Maxwell de Silva
Ceylon Chamber of Commerce, STDF project	STDF project manager	Lal De Silva
LFVPPEA	Chairman	Mr. Annes Junaid
J-Cey-Tea (Private) Ltd	Manager - Shipping	Mr. Christopher M. Koilraj
Tries Logistics	Managing Director	Mr. Gai Kamga
TRCO Export	GM	Mr. Craig Bogame
Cargills Ceylon PLC	Imports Consultant	Mr. Jerald Suvendra
Hayleys Consumer Products Ltd	CFO	Mr. Annk de Silva Wijeyeratne
Douglas & Sons Pvt Ltd	Consultant	Mr. Anura Fernando
Ceylon Chamber of Commerce	Economist	Mr. Jayani Rathayake
South Asia Gateway Terminus (PVT) Ltd	CFO	Mr. Channa Gunasekera
United Cargo Solution	Director	Mr. Prasanna Perera

Meeting with the NCTF members at the Department of Customs, 8th December 2015		
Institution	Function	Name
Ceylon Chamber of Commerce - Import Section	Chairman	Mr. Dinesh de Silva
Exchange Control Department	Additional Controller	R. R. Jayaretna
Import and Export Control Department	Assistant Controller	Ms. P. L. Jayamali Gunarathna
Sri Lanka Port Authority	Deputy Chief Manager	Mr. I. K. Gnanathiaka
Central Bank	Assistant Controller	M. A. M. Jayaratna
Department of Customs		Sudatha Silva
Department of Customs. Cargo Examination	Director	Mr. Lalitha Weerasinghe
Department of Agriculture	Additional Director	Mr. P. M. J. B. Senanayake

Department of Commerce	Deputy Director of Commerce	Mr. Somasena Mahadiulwewa
Department of Commerce	Assistant Director of Commerce	Ms. Kishani Wickramasinghe
Department of Commerce	Assistant Director of Commerce	Lakshendra Dissanayake, Mr. Geshan
Department of Customs	Deputy Director of Customs	Mr. H. M. Sunil Premarathna
Department of Customs	ADGC	Mr. Jharaka S.
Ministry of Finance, Department of Trade and Investment Policy, General Treasury	Director General	Mr. K. D. N. Ranjith Asoka
Department of Customs	ADGC	Mr. Rajendran
Department of Customs	DC legal	J. P. Chandraratne
Ministry of Health, Food Control Unit		R. S. L. C. Idawatha
Ministry of Health, Environmental and Occupational Health	Director	Mr. Dr. H. D. B. Herath

2.2. People met in the country mission to Côte d'Ivoire

Institution	Fonction	Nom
Ministère du Commerce, de l'Artisanat et de la Promotion de PME (MCAPPME)	Directeur général du Commerce Extérieur	Mr Fadiga KALADJI
	Directeur de la Promotion et de l'Assistance à l'Exportation	Mr Kouya Bertin GOMUN
	Sous-Directeur de la Promotion	AKAFFOU Ange Gabriel
	Sous-Directeur de l'assistance à l'exportation	YAPO Christian Monney
	Anciennement Directeur, aujourd'hui en poste au Congo pour l' OIF, Conseiller Hub and Spokes	Seka Koffi Guillaume
Ministère de l'Intégration Africaine et des Ivoiriens de l'Extérieur	Ancien Conseiller Technique, vient de passer Directeur de Cabinet Adjoint	Mr Stéphane AKA-ANGHUI
	Directeur Adjoint charge de la libre circulation des biens et services	DJE Kouamé Olivier
	Responsable Planification statistiques	Mr. Konan Innocent
Ministère de l'Industrie et des Mines, Anciennement	Directeur de Cabinet, Anciennement Directeur du Département des Etudes Economiques et Financières	Mr Guillaume GNAMIEN

Bureau National d'Etudes Techniques et de Développement (BNETD)	Economiste, Chef de l'Unité Macroéconomie et Statistiques	Mme Marie-Suzanne OKON
	Directeur	Mr. Paterne Koffi
	Statisticienne, Service Macroéconomie et Statistiques	AMON Désirée, nee Menin
Chambre de Commerce et d'Industrie de Côte d'Ivoire (CCI-CI)	Chef du service Veille Economique, Partait juste au moment de la mission d'évaluation pour allait travailler ailleurs	Mr Charles GUIGUI
	Nouveau Point focal maintenant que Guigui est parti	KONE Mamadou
	Chargé d'étude à la CCI-CI	Ody DOFFOU Sylvestre
Association pour la promotion des exportations de Côte d'Ivoire (APEX-CI)	Responsable du Renforcement des Capacités et de l'Information Commerciale	Mme Patricia DROGON
	Administrateur - Directeur General	Guy M'Bengue
Confédération Générale des Entreprises de Côte d'Ivoire - Patronat ivoirien (CGECI)	Assistante du Chef de Département, Douanes, Intégration régionale et Transport	Mme Marie-Paule KASSI
	Chef des Départements Affaires Internationales et Coopération et Développement de l'Entreprenariat Féminin	KOUADIO Alain
ITC	ANCIEN Coordonnateur National du PACIR	Mr Benjamin WALKER
Direction des douanes		Col. DIGBEU Née LAGOS Denise Constance
	Chef de Bureau du transit	Lt Col Gbahou Martin
		Cdt Gnakale Yahoo Charles
Bureau Veritas (BIVAC - Bureau of Inspection, Valuation, Assessment and Control)		DOUA Bi Kalou
Conseil National des Exportations (CNE)	Secrétaire Général	Mr Serge BOMBO
	Conseiller Technique	Mr. Gouaré Lee Fielze Amême
CCESP - Comité de Concertation Etat / Secteur Prive	Secrétaire Exécutif	Mme Mariam Fadiga Fofana
	Conseiller Technique, Adjoint Secrétaire Exécutif	Georges Copre
	Chargé D'études	N'Gotiemon Bamba
	Chargée D'études	Mme Marie-Chirstine N. Akpro

	Chargé D'études	Daouda Yeo
Entreprise: NEM, Nouvel Esprit de Managers	Directeur Gérant	Mr. Cesar N'Doly
Entreprise: Groupe CERP, DPCI, importations de médicaments	Directeur Agence Zone 3	Mr. Aristide Samecken
Ministère des ressources Animales et Halieutiques (MIRAH), Direction des Services Vétérinaires	Email du Directeur	
	Représentant du Directeur, Vétérinaire Inspecteur en charge de l'audit et des inspections des établissements manipulateurs des denrées alimentaires d'origine animale, suppléant du point focal du MIRAH pour le compte du MAOC	Dr. Alloya Mobio Samson
		Mme Danho Chantal
		Colibaly Pefangui
		Toure Solo

Réunion du CNSOC du 31 Mars 2016, CCI-CI		
Institution	Fonction	Nom
Ministère du Commerce, de l'Artisanat et de la Promotion de PME (MCAPPME)	Directeur de la Promotion et de l'Assistance à l'Exportation	Mr Kouya Bertin GOMUN
Ministère du Commerce, de l'Artisanat et de la Promotion de PME (MCAPPME)	Sous-Directeur de la Promotion	AKAFFOU Ange Gabriel
Ministère du Commerce, de l'Artisanat et de la Promotion de PME (MCAPPME)	Sous-Directeur de l'assistance à l'exportation	YAPO Christian Monney
CCI-CI	Chef du service Veille Economique, Partait juste au moment de la mission d'évaluation pour allait travailler ailleurs	Mr Charles GUIGUI
Ministère de l'Industrie et des Mines		MOTININ Kouakou Ferdinand
MIM/DGAI		Komenan Mougo
BNEDT	Statisticienne, Service Macroéconomie et Statistiques	AMON Désirée, née Menin
Ministered des Transports, OFT		Kone Zoumana

SNDI		Kone Zoumana
MPMEF / DGE		Gore Armel Eric
CCI-CI	Chargé d'étude à la CCI-CI	Ody DOFFOU Sylvestre
CCI-CI	Nouveau Point focal maintenant que Guigui est parti	KONE Mamadou
Douanes	Chef de Bureau du transit	Lt Col Gbahou Martin
CCESP	Chargé D'études	N'Gotiemon Bamba
Ministère de l'Intégration Africaine et des Ivoiriens de l'Extérieur	Directeur Adjoint charge de la libre circulation des biens et services	DJE Kouamé Olivier
Ministère des ressources Animales et Halieutiques (MIRAH), Direction des Services Vétérinaires	Représentant du Directeur, Vétérinaire Inspecteur en charge de l'audit et des inspections des établissements manipulateurs des denrées alimentaires d'origine animale, suppléant du point focal du MIRAH pour le compte du MAOC	Dr. Alloya Mobio Samson
Ministère du budget		Oyeniye Fatayu
Confédération Générale des Entreprises de Côte d'Ivoire - Patronat ivoirien (CGECI)	Assistante du Chef de Département, Douanes, Intégration régionale et Transport	Mme Marie-Paule KASSI
SYN		Gnoko Audrey

Réunion Observatoire de la Célérité des Opérations de Dédouanement, 05 Avril 2016

Institution	Fonction	Nom
Syndicat des Transitaires de Côte d'Ivoire	President de l' OCOD	Mr. Diarassouba Valassine
FNISCI, Fédération National des Industries et Services de Côte d'Ivoire		Amede Louis
GIPAC CI		Cisse L. Brahima
OIC, Office Ivoirien des Chargeurs		Cisse Ousmane
Confédération Générale des Entreprises de Côte d'Ivoire - Patronat ivoirien (CGECI)	Assistante du Chef de Département, Douanes, Intégration régionale et Transport	Mme Marie-Paule KASSI
Douanes		Lobognon Benoit

2.3. People interviewed through phone in Mauritius

Institution	Function	Name
Ministry of Foreign Affairs, Regional Integration and International Trade	Deputy Director, Trade Policy/ Chairperson for the National Monitoring Committee	Mr. N. Boodhoo
Mauritius Chamber of Commerce and Industry (MCCI)	Manager/ National Focal Point for the National Monitoring Committee	Mrs. R. Narrainen
Customs Department, Mauritius Revenue Authority	Team Leader/ Focal Point for the National Monitoring Committee	Mr. Purmah Sooryadev Singh

2.4. People interviewed in ITC

ITC staff		
Function	Title	Name
Programme management	Chief, Trade and Market Intelligence (TMI; former Market Analysis and Research, MAR)	Mondher Mimouni
Programme management	Associate Quantitative Market Analyst	Antsa Rajaonarivelo
Programme management	Associate Adviser	Claude Manguila
Programme management	Market Analyst (Capacity Building)	Cristian Ugarte Romero
Programme management	Market Analyst (NTM Project Adviser)	Mathieu Loridan
Programme management	Associate Quantitative Market Analyst	Samidh Shrestha
Programme management	Market Analyst	Ursula Hermelink
Programme management	Associate Market Analyst	Yared Befecadu
Regional offices	Senior Trade Promotion Officer, Office for Africa (OA)	Aissatou Diallo
Regional offices	Associate Programme Adviser, OA	Thomas Bechmann
Regional offices	Senior Trade Promotion Officer, Office for Asia and the Pacific (OAP)	Marie-Claude Frauenrath

Regional offices	Trade Promotion Officer, OAP	Sylvie Cochin
Regional offices	Chief, Office for Arab States (OAS)	Lilia Naas
Regional offices	Senior Trade Promotion Officer, OAS	Abdeslam Azuz
Regional offices	Trade Promotion Adviser, OAS	Eman Beseiso
Regional offices	Trade Promotion Adviser, OAS	Mehdi Chaker
Regional offices	Chief, Office for Eastern Europe and Central Asia (OEECA)	Elena Boutrimova
Regional offices	Regional Trade Promotion Adviser, OEECA	Armen Zargaryan
Regional offices	Chief, Office for Latin America and the Caribbean (OLAC)	Claudia Uribe Pineda
Regional offices	Senior Trade Promotion Officer, OLAC	Matias Urrutigoity
Technical sections	Chief, Trade Facilitation and Policy for Business (TFPB)	Rajesh Aggarwal
Technical sections	Senior Adviser, Export Quality Management, TFPB	Khemraj Ramful
Technical sections	Adviser on Enterprise Value Chain - Export Quality Management, TFPB	Ludovica Ghizzoni
Technical sections	Senior Trade Facilitation Adviser, TFPB	Mohammad Saeed
Technical sections	Senior Officer, Export Strategy, Chief Economist and Export Strategy (CEES)	Darius Kurek
Technical sections	Adviser, Trade Strategy and Competitiveness, CEES	Olivier Marty
Technical sections	Head, Trade and Environment, Sustainable and Inclusive Value Chains (SIVC)	Alexander Kasterine
Technical sections	Senior Programme Adviser, Women and Trade, SIVC	Vanessa Erogbogbo
Technical sections	Senior Market Analyst, Trade and Market Intelligence (TMI)	Christian Delachenal
Technical sections	Associate Quantitative Market Analyst, TMI	Elodie Robin
Technical sections	Market Analyst, TMI	Xavier Pichot

Annex 3: List of documents consulted

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- 1st Amendment to the Logical Framework of the project Support to the International Trade Centre (MOU DFID and ITC signed in January 2010), August 2011
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- Programme Plan: ITC Programme on Non-Tariff Measures, Phase II, May 2013
- Progress Report 2016 (OFFICIAL Project Progress 2016 - A866 NTM. docx)
- Project Completion Review- Support to International Trade Centre (ITC) Phase II, January 2017 ("DFID Project Completion Report_final draft_11Jan17.pdf")
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- Classification on Non-Tariff Measures, February 2012 Version ("NTM_classification_2012_Feb_update.pdf")
- Non-Tariff measures classification for surveys and List of procedural obstacles to comply with the measures and other obstacles to trade, February 2010 ("ITC NTM Survey Classification_EN_Feb10.pdf")
- Non-Tariff measures classification for surveys and List of procedural obstacles, January 2012 ("ITC NTM Survey Classification_EN_Jan12.pdf")
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- NTM Programme Workfile ("NTM_workfile.xls")
- ITC Series on Non-Tariff Measures
 - _____, Sri Lanka: Company Perspectives, An ITC Series on Non-Tariff Measures, 2011
 - _____, Malawi: Company Perspectives An ITC Series on Non-Tariff Measures, 2012
 - _____, Peru: Company Perspectives – An ITC Series on Non-Tariff Measures, 2012
 - _____, Côte d'Ivoire : Perspectives des entreprises – Série de l'ITC sur les mesures non tarifaires, 2014
 - _____, Mauritius: Company Perspectives – An ITC Series on Non-Tariff Measures, 2014
 - _____, Rwanda: Company Perspectives – An ITC Series on Non-Tariff Measures, 2014
 - _____, State of Palestine: Company Perspectives: An ITC Series on Non-Tariff Measures, 2015
 - _____, The Invisible Barriers to Trade – How Businesses Experience Non-Tariff Measures, 2015

- _____, Making regional integration work – Company perspectives on non-tariff measures in Arab States, 2015
 - _____, Egypt: Company Perspectives – An ITC Series on Non-Tariff Measures, 2016
 - _____, Navigating Non-Tariff Measures: Insights From A Business Survey in the European Union, 2016
 - Appendix I Global methodology of the non-tariff measure surveys
- Terms of Reference for survey company/ institutions in Nepal and Seychelles, for consultants in Nepal, Comoros, Benin and Mali
 - Online courses on Non-Tariff Measures, <http://ntmsurvey.intracen.org/support-materials/e-learning/>
 - Training materials for survey company in Nepal
 - NTM Survey Face-to-Face Questionnaire
 - NTM survey stakeholder workshop documents (agendas, participant’s list, summary or draft reports used to inform the discussion, note taken by the programme or consultants)
 - TRTA info note for Benin, Jordan, Uganda and Dominican Republic, July 2016
 - “First stakeholder consultation: NTM Survey and Sector Export Strategies”, presentation by Ursula Hermelink, Olivier Marty, Samidh Shrestha, 17 March 2016
 - Narrative and Financial Report- Business Survey on the impact of NTMs on EU exporters and importers, August 2016
 - Email from Division of Country Programme distributing NTM survey results, “inventory of NTM survey results”, 18 September 2013
 - “Inter-divisional workshop on NTMs”, presentation by NTM programme team, 31 October 2013
 - Memorandum of meeting between the Executive Director and the programme, 25 June 2015 (“Memo_meeting with ED_25June2015_NTM”)
 - “Market Access Begins at Home: What exporters and importers teach us about non-tariff measures”, presentation by Ursula Hermelink to the WTO South-South Dialogue on LDCs and Development, 20 September 2016
 - Market Access Map NTM Module Portal, <http://www.macmap.org/QuickSearch/FindNtm/FindNtm.aspx>
 - Market Access Map User Guide, <http://www.macmap.org/Content/UserGuide-en.pdf>
 - ITC Guidelines to Collect Data on Non-Tariff Measures, Internal document
 - “ITC’s work on NTMs”, presentation by Ursula Hermelink in the Expert meeting on the NTM classification, 5 October 2016
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 - ITC Market Analysis Tools (MAT) Survey results, 2012-2016
 - Email from Mathieu Loridan to UNCTAD exchanging NTM data, “NTM data of Tunisia”, November 2017
 - Contract Between the International Trade Centre and Infsoft Information Systems, August 2014

- Memorandum of Understanding between the United Nations (UN), International Trade Center (ITC) and World Trade Organization (WTO) for an alert System for SPS and TBT Notifications, October 2016
- Transparency In Trade (TNT) Initiative Final Report Covering 2016, December 2016
- ITC's Business Survey on Non-Tariff Measures in Sri Lanka: Overview of survey results in 2010 and 2016
- Documentation for a NTM Alert Mechanism in Côte d'Ivoire (TOAM Cote dIvoire_Documentation.docx)
- NTM Alert Platforms: Best Practices, July 2013
- Côte d'Ivoire Stakeholder feedback for the TOAM platform, February/ December 2014 (2014.02.05_AOC Côte dIvoire_Evaluations partenaires.xlsx/ 2014.12.23_AOC Côte dIvoire_Evaluations utilisateurs.xlsx)
- PACIR programme document, April 2012 (Annexe I Description de l'Action_version du 03 avril 2012 modifiée)
- Côte d'Ivoire Proposals of the National Focal Point to revitalize the TOAM ("REDYNAMISATION DES ACTIVITES DU MAOC_19Sept2016")
- Côte d'Ivoire National Monitoring Committee Meeting Minute, October 2017 (" 2016.03.31 Rapport Réunion du CNSOC")
- Côte d'Ivoire TOAM Costing scenarios, October 2013 ("Costing scenarios")
- Protocole d'Accord Concernant un Concours Financier au titre du Programme sur les Mesures Non Tarifaires entre Le Centre du Commerce International (ITC) et La Chambre de Commerce et d'Industrie de Côte d'Ivoire (CCI-CI), December 2014
- Protocole de Cooperation entre les Membres du Comite National de Surveillance des Obstacles au Commerce Côte d'Ivoire
- Protocole d'Accord ITC – CCI–Côte d'Ivoire Suivi des Obstacles, Communication et Vulgarisation de la Plateforme du Mecanisme d'Alerte aux Obstacles au Commerce (MAOC)- Rapport Final, December 2014 and December 2015
- Protocole d'Accord entre Le Centre du Commerce International et La Chambre de Commerce et d'Industrie de Côte d'Ivoire Mécanisme d'Alerte aux Obstacles au Commerce (M.A.O.C)- Rapport Financier
- Inter-agency Cooperation Protocol for the Trade Obstacles Alert Mechanism Mauritius, September 2015
- Memorandum of Understanding on a Grant under the Programme on Non-tariff measures (NTMs) between The International Trade Centre (ITC) and The Mauritius Chamber of Commerce and Industry (MCCI), June 2015
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- Evaluation Report Pilot Phases Trade Obstacles Alert Mechanism (TOAM), 21 September 2015
- Evaluation Report Phases 2 and 3 of the Trade Obstacles Alert Mechanism (TOAM) Project, 30 April 2016

- Trade Obstacles Alert (TOA) Platform- Mauritius, <http://www.tradeobstacles.org/mauritius>
- Trade Obstacles Alert (TOA) Platform- Côte d'Ivoire, <http://www.tradeobstacles.org/cotedivoire/Home.aspx>
- Trade Obstacle Reports published on TOAM Platforms
- Letter from Ms. Marie Gabrielle Boka-Varlet, La Directrice Generale, Chambre de Commerce et d'Industrie de Côte d'Ivoire to Ms. Massandje Toure-Liste, Directeur General, Conseil du Café-Cacao, 12 June 2014 (Courrier au CCC pour information mise en place new procedure signature certificats de pesage)
- Malawi Ministry of Industry and Trade Press Release on Export Facilitation, 20 June 2013 (" Press Release on Export Facilitation(Export Licenses Reduction")
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- Email from the Mauritius Ministry of Foreign Affairs, Regional Integration and International Trade to Mathieu Loridan, "FW FW TOAM", 14 October 2015
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- Statement by H.E Mr. Israhyananda Dhalladoo Ambassador & Permanent Representative of Mauritius to United Nations Office and WTO, 30 June 2015
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- " ITC study reveals market potential of Peruvian natural goods", 18 September 2013, <http://www.intracen.org/news/ITC-study-reveals-market-potential-of-Peruvian-natural-goods/>
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- "Providing Peruvian sacha inchi farmers access to the United States market", 01 December 2014, <http://www.intracen.org/news/Providing-Peruvian-sacha-inchi-farmers-access-to-the-United-States-market/>
- "Le ministère ivoirien de l'industrie et des mines annonce la délivrance de 10 500 certificats délivrés en destination des pays de l'UEMOA", 04 August 2014, <http://news.abidjan.net/h/505012.html>
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- Commercial Imports In Jordan: A step-by-step guide for SMEs and first time importers
- Progress Report to USAID, 30 June 2016 ("NTM-Arab States-USAID project-Reporting-Q2 2016.docx")

- Aid for Trade Initiative for the Arab States project document (“AFTIAS -NTM Project document – Final”)
- Regional Approach to Overcoming Trade Obstacles Related to NTMs Across the Arab Countries- Report of High-Level Regional Workshop on Custom’s Procedures and Rules Of Origin, November 2015
- Regional Workshop on the “Private Sector perspective on boosting intra-Arab trade: Review issues related to Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary (SPS) Measures”, May 2016
- Sri Lanka STDF Project Grant Application Form, Project Title: “Improving Safety and Quality of the Sri Lankan Fruits and Vegetables”, requested by The Ceylon Chamber of Commerce, December 2011 (“STDF-PG-354_Application.pdf”)
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- Project: STDF/PG354 Improving Safety and Quality of the Sri Lankan Fruits and Vegetables Final Report, 30 June 2016
- Concept note for Cambodia, Bangladesh, Comoros, Philippines and Nepal, June 2014- May 2017
- ITC Sector Export Strategies & NTM Business Survey Preparation of 1st Stakeholder Consultations for the Sector Export Strategies, June- July 2016
- Jamaica: Addressing NTMs for enhanced agricultural export competitiveness through quality and trade facilitation reforms (“ Inception Phase-Jamaica”)
- Project Plan Jamaica: Addressing NTMs for Enhanced Agricultural Export Competitiveness Through Quality and Trade Facilitation Reforms (“ JAMAICA_FOLLOWUP_NTMS_PROJECT PLAN DRAFT 4 5”)
- Senior Management Committee Meeting Minutes of 5 September 2014 (“SMCM23305”)
- ASEAN Trade Integration Project (A-Tip) Proposal, June 2015
- Suivi du Project MNT au Burkina Faso Realisation de l’infrastructure SPS, August 2012 (“ BurkinaFaso_Demand to STDF_Aug2012”)
- Letter from Ms. Arancha Gonzalez, ITC Executive Director to Mr. Yerlan Khairov, Chairman of the Investment Committee, Ministry of Investment and Development of the Republic of Kazakhstan and Chairman of the Board of Directors JSC “KaznexInvest”, 17 December 2014 (Letter to Mr Khairov/ Attachments to the Letter to Mr Khairov)
- Letter from Mr. Abderrahim Taibi, Le Directeur de l’Institut Marocain de Normalisation, to Mr. Melvin Spreij, Counsellor, Secretary to the Standards and Trade Development Facility (STDF), Agriculture and Commodities Division, World Trade Organization (“Letter_SDTF_Maroc”)
- Letter from Yemen Standardization, Metrology and Quality Control Organization, to Mr. Melvin Spreij, Counsellor, Secretary to the Standards and Trade Development Facility (STDF), Agriculture and Commodities Division, World Trade Organization (“STDF Arab states”)
- Draft Logical Framework for the Project titled “Enhanced trade of agricultural products through a streamlined SPS conformity assessment system within the Greater Arab Free Trade Area (GAFTA)”, June 2014 (“ Logframe_ Enhancing intraregional trade in the Arab region_2”)
- Matrix of Recommendations and Action Plans on Non-Tariff Measures (NTMs) from the Export Development Council (EDC)’s Networking Committee on Trade Policy and Procedures Simplification (NCTTPPS) Technical Working Group (TWG) on NTMs, 01 August 2016

- Email from Division of Country Programme, "RE: Summary - Meeting between ITC ED and Ms. Nora Terrado, Undersecretary, DTI , Philippines - 26 Sept 2016"
- Meeting with WTO on barriers to services trade, March 2015
- SMC session 20.07.2015 ("2015.07.22 SMC Questions and Answers")
- Trade in Services Half day workshop – Formulation of an ITC Services Offering (" Services Trade Presentation")
- Tender documents for Sri Lanka, Peru, Morocco, Malawi, Rwanda, Kazakhstan, Bangladesh, Benin, Uganda, Dominican Republic
- Vender Technical Evaluation Criteria ("NTM project_technical evaluation")
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Annex 4: Survey results

Decision makers

4.1.1. Basic figures

- The survey was sent to 574 participants of the NTM final stakeholder workshops
- Among the total participants, only 55% of the contact is valid (318 out of 574)
- The survey was sent from 04 August to 16 September in English, French, Spanish and Russian to respective user countries. The survey was open for response for 6 weeks.

4.1.2. Respondents' profile

- A total of 34 people responded to the survey, giving an 11% total response rate.
- Respondent by country is shown in the below table 1:

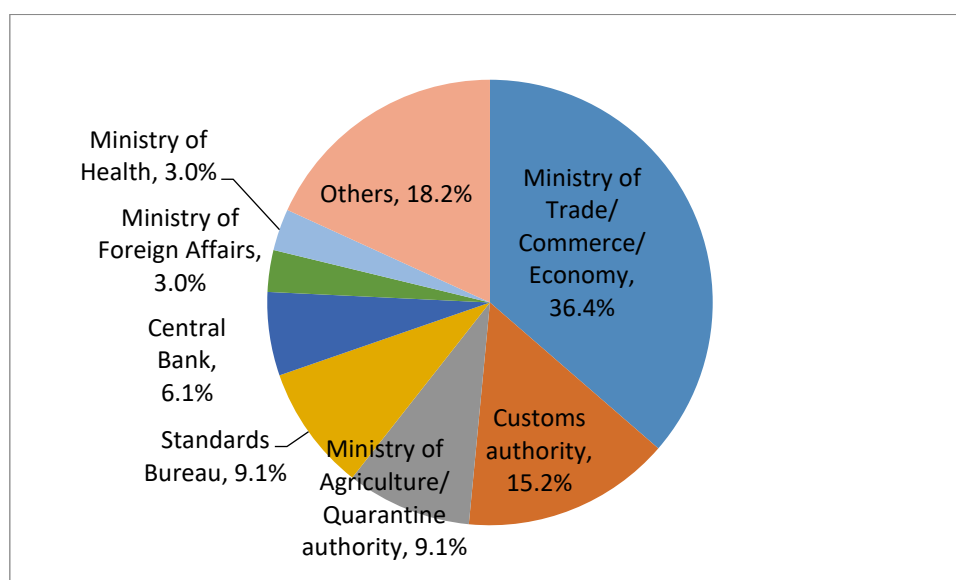
Table 1: respondent by country

Country	Response rate	Number of respondent	Number of valid contact
Burkina Faso	57%	4	7
Madagascar	33%	2	6
Malawi	33%	5	15
Rwanda	20%	1	5
Peru	20%	7	35
Guinea	17%	3	18
Kenya	12%	2	17
Morocco	11%	1	9
Arab States	9%	3	33
Trinidad and Tobago	8%	1	13
Mauritius	8%	1	13
Tanzania	7%	1	14
Paraguay	5%	1	20
State of Palestine	3%	1	30
Jamaica	2%	1	49
Cambodia	0%	0	2
Egypt	0%	0	15
Uruguay	0%	0	5
Senegal	0%	0	3
Tunisia	0%	0	5
Kazakhstan	0%	0	4
Total	11%	34	318

- Respondent by agency is shown in the below table 2:

Table 2: respondent by agency

Answer Options	Response Percent	Response Count
Ministry of Trade/ Commerce/ Economy	36.4%	12
Customs authority	15.2%	5
Ministry of Agriculture/ Quarantine authority	9.1%	3
Standards Bureau	9.1%	3
Central Bank	6.1%	2
Ministry of Foreign Affairs	3.0%	1
Ministry of Health	3.0%	1
Ministry of Finance	0.0%	0
Others (please specify)	18.2%	6
answered question		33
skipped question		1



4.1.3. Aggregate results

- Overall, the respondents confirm the importance of NTM related information for their respective countries. 97% of respondents responded that NTM information is “extremely important” or ‘very important’.
- The NTM business survey approach has also been considered useful to decision makers, while 94% responded “extremely useful” or ‘very useful’.
- However, it is interesting to note that while 48% of respondents considered the information “extremely important”, only 18% of them considered the programme approach equally “extremely useful”. The detail breakdown of answers are shown below in table 3:

Table 3: answers on relevance of the NTM information and programme approach

Please indicate whether you consider important to improve information on NTMs for the competitiveness of the enterprises in your country.						
Not important	Slightly important	Moderately Important	Very important	Extremely important	Rating Average	Response Count
0	0	1	16	16	4.45	33
How useful is the ITC approach of bringing business perspective on NTMs to decision makers to mitigate related obstacles?						
Not useful	Slightly useful	Moderately useful	Very useful	Extremely useful	Rating Average	Response Count
0	0	2	25	6	4.12	33

- 36% responded they did not participate in the workshop or do not remember about participating
- Among those participated in the workshop, 95% respondents agreed that the workshop provided an adequate platform for learning and discussion, that the information provided was complete enough and the discussions enabled a consensus view
- 42% of respondents have never seen the final survey report of their country, for which the link was provided in the questionnaire
- 79% of the respondents assessed the quality of recommendations in the survey report; among which 85% (23 respondents) rates them “good” or “very good”, 11% (3 respondents) rates “fair”, and 3% (1 respondent) rates them “poor”.
- Being asked to rate the level of improvement in NTM related areas, the respondents considered “simplifying procedural obstacles” with most improvement, followed by “dialogue and transparency between the public and private sectors”. The least improvement was seen on “availability of information on NTMs applied in foreign markets”. An average score is presented in the below table 4:

Table 4: answers on improvement in NTM related areas

How do you assess the progress of your country in mitigating NTM-related obstacles in the following areas?								
Answer Options	Not improved	Not so much improved	Somewhat improved	Very improved	Extremely improved	I don't know	Rating Average	Response Count
Dialogue and transparency between the public and private sectors on NTM-related obstacles	0	5	15	11	3	0	3.35	34
Availability of information on NTMs applied in foreign markets	0	9	13	11	0	1	2.97	34
Simplifying procedural obstacles that have adverse trade effects	1	4	11	13	3	0	3.41	32
Trade negotiations to solve NTM-related obstacles in foreign markets	2	4	16	8	3	1	3.09	34
Support for enterprises to meet the quality requirements	1	7	16	10	0	0	3.03	34

- 91% of respondents expressed interest to work with ITC on NTM issues. Some suggestions and initiatives were:
 - a. On NTM survey methodology
 - i. To cover all sectors to enable industries with potential to grow
 - ii. To cross check business complaints with facts
 - b. Request for survey on services
 - c. Request for more training to transfer the knowledge on conducting survey
 - d. Request to repeat the survey and update the results
 - e. The recommendations should accompany by financial resources

4.1.4. Agency specific results

- The agencies were analysed as the below 4 clusters:
 - a. Ministry of commerce, trade or economy (hereunder MOT) which deals with commercial diplomacy
 - b. Customs authority (hereunder Customs) which controls the border
 - c. Standards bureau, Ministry of Agriculture, Ministry of Health which are closely related to SPS/ TBT issues (hereunder SPS/ TBT agencies)
 - d. Other agencies which address other NTM issues, including the Central Bank, Ministry of Foreign Affairs, Ministry of tourism etc. (hereunder other agencies)
- MOT has the highest rating (average score 4.42) for the importance of NTM information. Comparing to MOT, Customs and SPS/ TBT agencies consider information on NTM less important (average score 4.2, 4.3 respectively)

- MOT has the highest rating for the quality of recommendations (average score 4.1). Comparing to MOT, Customs and SPS/ TBT agencies consider the quality less good (average score 3.75, 3.6 respectively).
- Agency perception on the improvements made in NTM related areas are slightly different (shown in figures in table 5 below):
 - a. MOT perception is in line with aggregate results which considers “simplifying procedural obstacles” with most improvement, followed by “dialogue and transparency between the public and private sectors” and the least for “availability of information on NTMs applied in foreign markets”.
 - b. Customs perception also considers “simplifying procedural obstacles” with most improvement, followed by “dialogue and transparency between the public and private sectors”. However they see the least improvement in trade negotiations.
 - c. SPS/ TBT agencies see the most improvement in trade negotiations, followed by “simplifying procedural obstacles”, with the least for “availability of information on NTMs applied in foreign markets”
 - d. Other agencies see the most improvement in “dialogue and transparency between the public and private sectors” and “availability of information on NTMs applied in foreign markets”, with the least in “Support for enterprises to meet the quality requirements”.

Table 5: answers on improvement in NTM related areas by agency

	Dialogue and transparency between the public and private sectors on NTM-related obstacles	Availability of information on NTMs applied in foreign markets	Simplifying procedural obstacles that have adverse trade effects	Trade negotiations to solve NTM-related obstacles in foreign markets	Support for enterprises to meet the quality requirements	Rating Average
MOT	3.8	3	3.8	3.3	3.3	3.5
Customs	3.6	3.2	3.8	3	3.4	3.4
SPS/ TBT agencies	2.7	2.4	3.3	3.4	2.8	2.9
Other agencies	3	3	2.9	2.9	2.8	2.9

- As for willingness to cooperate with ITC in the future on NTM related issues, MOT and Customs both get 100% positive responses, while it is lower for SPS/ TBT agencies (71%) and other agencies (88%)

4.1.5. LDCs¹ shows higher participation/ recall rate for the workshop, as well as the rate of seeing the final report

- Disaggregating the responses into LDCs/ non- LDCs, the most notable difference is that responses for having participated in the stakeholder workshop increased substantially to 93%, comparing to the 39% in non- LDCs.
- The same difference is observed in the rate of having seen the final report; LDC respondents reported 73% comparing to 44% in non- LDCs.
- In terms of areas for improvement, the responses from LDCs are in line with aggregate results, while in non- LDC countries there are not much differences among the areas. This might imply that lack of information for NTMs in foreign markets is a more serious issue for LDCs.

¹ LDCs which responded to questionnaires are Tanzania, Rwanda, Malawi, Burkina Faso, Madagascar and Guinea.

4.1. TISIs

4.1.1. Basic figures

- The survey was sent to 203 participants of the NTM final stakeholder workshops
- Among the total participants, only 57% of the contact was valid (116 out of 203)
- The survey was sent from 01 to 20 September in English, French and Spanish to respective user countries. The survey was open for response for 6 weeks.

4.1.2. Respondents' profile

- A total of 16 people responded to the survey, giving a 14% total response rate.
- Respondent by country is shown in the below table 6:

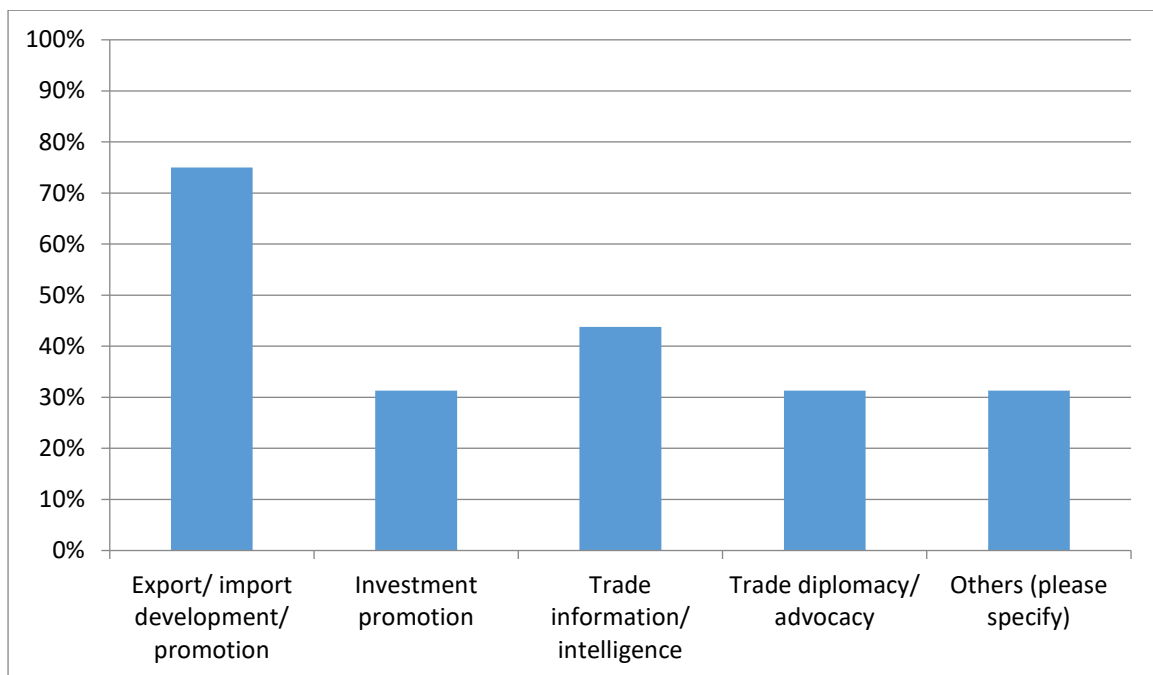
Table 6: respondent by country

Country	Response rate	Number of respondent	Number of valid contact
Uruguay	100%	2	2
Mauritius	50%	5	10
Tunisia	50%	1	2
Malawi	33%	1	3
Madagascar	33%	1	3
Trinidad and Tobago	17%	1	6
Paraguay	14%	1	7
Jamaica	10%	2	21
Peru	9%	1	11
State of Palestine	7%	1	14
Cambodia	0%	0	1
Egypt	0%	0	10
Kenya	0%	0	4
Tanzania	0%	0	1
Rwanda	0%	0	8
Guinea	0%	0	7
Senegal	0%	0	2
Morocco	0%	0	2
Burkina Faso	0%	0	3
Total	14%	16	116

- Respondent by organizational functions/ services is shown in the below table 7:

Table 7: respondent by organizational functions/ services

Organizational functions/ services (multiple choices)	Response Percentage	Response Count	Total Respondents
Export/ import development/ promotion	75.0%	12	16
Investment promotion	31.3%	5	16
Trade information/ intelligence	43.8%	7	16
Trade diplomacy/ advocacy	31.3%	5	16
Others (specified below)	31.3%	5	16
1. Legal advice, Training, Business Services 2. MSME Development and Promotion 3. Partnerships 4. certificación de origen 5. Investigaciones agricolas y logistica			



4.1.3. Aggregate results

- The importance of NTM information is confirmed by 94% of respondents, who consider it “extremely important” or “very important”.
- The ITC approach is also confirmed to be useful by the majority of respondents, although the rate for “extremely useful” or “very useful” decreases to 88%.

Table 8: answers on relevance of the NTM information and programme approach

Please indicate whether you consider important to improve information on NTMs for the competitiveness of the enterprises in your country.						
Not important	Slightly important	Moderately Important	Very important	Extremely important	Rating Average	Response Count
1	0	0	10	5	4.13	16
How useful is the ITC approach of bringing business perspective on NTMs to decision makers to mitigate related obstacles?						
Not useful	Slightly useful	Moderately useful	Very useful	Extremely useful	Rating Average	Response Count
1	0	1	10	4	4	16

- 69% respondents participated in the stakeholder workshops, while 13% responded not participated and 19% do not remember.
- Among the 13 people participated, 77% consider the workshop a good platform for learning and discussion, while 23% responded they do not know.
- 44% of the respondents have never seen the final NTM report of their respective country.
- 75% of the respondents assessed the quality of recommendations in the survey reports. Among them 75% consider the recommendations “good” or “very good”(9 respondents), 17% consider them “fair” (2 respondents), and 8% (1 respondents) consider them ‘very poor’.

Table 9: answers on quality of the recommendations

How do you evaluate the quality of the recommendations of the final NTM report? (For example, are they properly prioritized, actionable and fitted into the context of your country?)						
Very poor	Poor	Fair	Good	Very good	Rating Average	Response Count
1	0	2	8	1	3.67	12

- Regarding the ITC support to TISIs in developing services for their client enterprises to address NTM-related obstacles, 43% consider the support “extremely effective” or “very effective”, 36% consider it “moderately effective” and 21% “slightly effective” or “not effective”.
- Regarding the ITC support to TISIs in developing advocacy initiatives with government authorities to mitigate NTM-related obstacles, 36% consider the support “extremely effective” or “very effective”, 50% consider it “moderately effective” and 14% “slightly effective” or “not effective”.
- 10 TISIs give the same rating to the two types of support; namely high rating for one support usually accompany high rating for the other, and vice versa. Nevertheless, 4 TISIs rate the two supports differently, although there is no common feature observed for the 4 respondents (as shown in table 6 below).

Table 10: answers on ITC assistances for TISIs

In your opinion, how effective has ITC been in supporting your organization to develop services for your client enterprises to address NTM-related obstacles?						
Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Rating Average	Response Count
1	2	5	3	3	3.36	14
In your opinion, how effective has ITC been in supporting your organization to develop advocacy initiatives with government authorities to mitigate NTM-related obstacles?						
Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Rating Average	Response Count
1	1	7	3	2	3.29	14

Table 11: Comparison of answers to the two types of ITC assistance

Country	Support in developing services for client enterprises	Rating	Support in developing advocacy initiatives	Rating
Mauritius	Extremely effective	5	Extremely effective	5
Malawi	Extremely effective	5	Moderately effective	3
Tunisia	Extrêmement efficace	5	Extrêmement efficace	5
Mauritius	Very effective	4	Very effective	4
Palestine	Very effective	4	Moderately effective	3
Madagascar	Très efficace	4	Très efficace	4
Mauritius	Moderately effective	3	Very effective	4
Trinidad and Tobago	Moderately effective	3	Moderately effective	3
Uruguay	Moderadamente efectivo	3	Moderadamente efectivo	3
Peru	Moderadamente efectivo	3	Moderadamente efectivo	3
Paraguay	Moderadamente efectivo	3	Moderadamente efectivo	3
Jamaica	Slightly effective	2	Moderately effective	3
Jamaica	Slightly effective	2	Slightly effective	2
Mauritius	Not effective	1	Not effective	1

* Respondents gave different ratings are highlighted.

- In general, the TISIs see the most improvement in the area of dialogue and transparency, followed by availability of information on NTMs applied in foreign markets. The least improvement is in trade negotiations. A detailed result is presented in the below table 12:

Table 12: answers on improvement in NTM related areas

How do you assess the progress of your country in mitigating NTM-related obstacles in the following areas?									
Answer (rating)	Options	Not improved (1)	Not so much improved (2)	Somewhat improved (3)	Very improved (4)	Extremely improved (5)	I don't know (0)	Rating Average	Response Count
	Dialogue and transparency between the public and private sectors on NTM-related obstacles	1	1	8	5	1	0	3.25	16
	Availability of information on NTMs applied in foreign markets	2	1	6	7	0	0	3.13	16
	Simplifying procedural obstacles that have adverse trade effects	1	3	6	5	0	1	2.81	16
	Trade negotiations to solve NTM-related obstacles in foreign markets	2	4	10	0	0	0	2.5	16
	Support for enterprises to meet the quality requirements	1	1	10	2	1	0	3.07	15

- 94% of respondents express interest in working with ITC to conduct similar surveys or other initiatives on NTMs in the future. Particularly in:
 - a. NTM information in foreign markets: 3 out of 6 respondents emphasize the importance of this area.
 - b. Follow up actions: 2 of the respondents ask for specific actions to solve the NTM related issues, one of them would like to understand the experience of other countries in overcoming the issues.

4.1.4. Function/ service specific results

- Half of the TISIs possess more than one function/ service to their member companies (as shown in table 13 below). Therefore, the analysis below is based on the function/ service and one organization could be categorized under different functions.

Table 13: Functions possess by TISIs

Country	Export/ import development / promotion	Investment promotion	Trade information/ intelligence	Trade diplomacy/ advocacy	Others	Number of functions/ services provided
Mauritius	√	√	√	√	√	5
Mauritius			√			1
Mauritius					√	1
Mauritius	√					1
Mauritius	√					1
Jamaica	√	√	√			3
Jamaica	√			√	√	3
Palestine		√				1
Trinidad and Tobago	√		√	√		3
Malawi	√	√	√			3
Tunisia	√					1
Madagascar	√					1
Uruguay	√		√		√	3
Uruguay				√		1
Peru	√	√				2
Paraguay	√		√	√	√	4

- For TISIs provide trade information/ intelligence, NTM information is perceived to be more important (average rating 4.3); for TISIs involve in export/ import promotion and trade diplomacy, the importance is relatively lower (average rating 4).
- The ITC business survey approach is considered more useful for TISIs involve in investment promotion and other functions (average rating 4.2), but less useful for those involve in trade diplomacy and export/ import promotion functions (average rating 4 and 3.9 respectively).
- TISIs in trade information/ intelligence show the highest participation/ recall rate for the stakeholder workshop (86%), while TISIs in export/ import promotion and other functions have a participation/ recall rate lower than average (67% and 60% respectively).
- TISIs in investment promotion all consider the workshop a good platform for learning and discussion, while TISIs in export/ import promotion and other functions have more reservations (30% and 33% respondents answered “I don’t know” respectively).
- On the final survey report, respondents in investment promotion and trade information have higher rate of seeing the report (80% and 71% respectively), while the rate is significantly lower for other TISIs (60% in trade diplomacy TISIs, 58% in export/ import promotion TISIs and 20% in other function TISIs).
- With regards to the quality of recommendations, trade information, trade diplomacy and other function TISIs give the highest rating (4), while export/ import promotion agencies give the lowest (3.4).
- Considering the level of support from ITC to develop services and advocacy initiatives, the highest rating both come from trade information TISIs, and the lowest were both from trade diplomacy TISIs (as shown in the table 14 below).

Table 14: Level of ITC support perceived by TISIs

Function of organization	Support in developing services for client enterprises	Rating	Support in developing advocacy initiatives	Rating
Export/ import development/ promotion	Moderately- very effective	3.2	Moderately- very effective	3.1
Investment promotion	Close to very effective	3.6	Moderately- very effective	3.2
Trade information/ intelligence	Close to very effective	3.67	Moderately- very effective	3.5
Trade diplomacy/ advocacy	Moderately effective	3	Moderately effective	3
Others	Moderately effective	3	Moderately- very effective	3.25

- Regarding the improvement in NTM related areas, the results are similar across TISIs in all functions and align with the aggregate results, which see the most improvement in dialogue and transparency as well as information in foreign markets, and the least in trade negotiations.

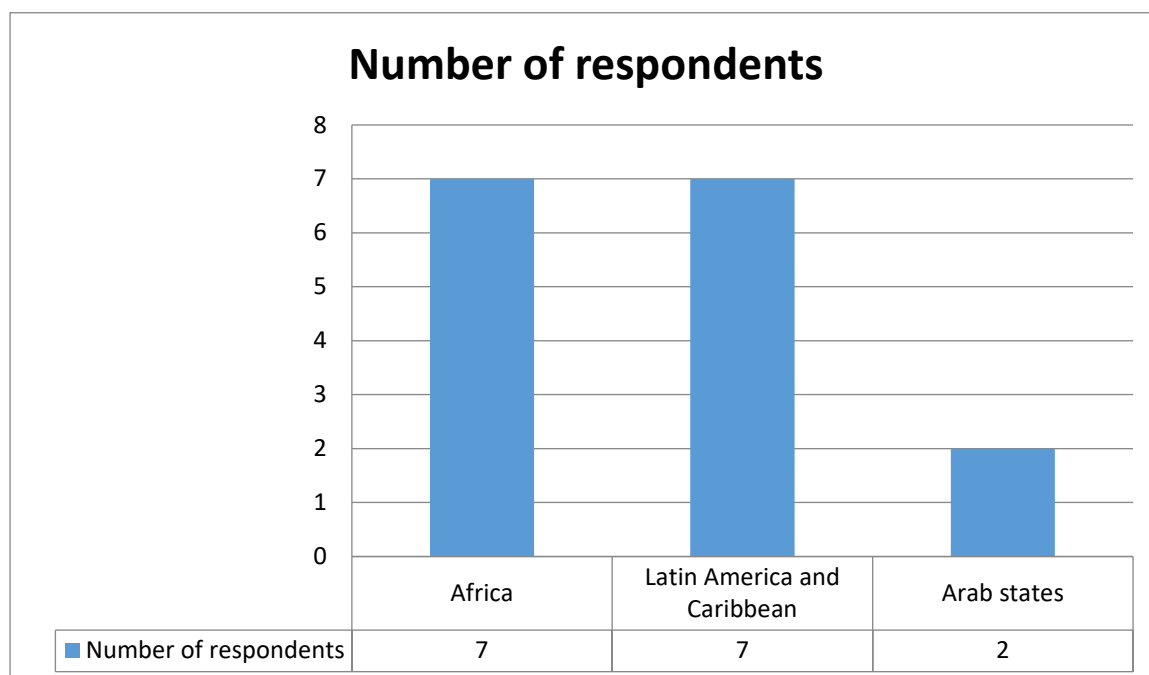
Table 15: answers on improvement in NTM related areas by agency

Function of organization	Dialogue and transparency between the public and private sectors on NTM-related obstacles	Availability of information on NTMs applied in foreign markets	Simplifying procedural obstacles that have adverse trade effects	Trade negotiations to solve NTM-related obstacles in foreign markets	Support for enterprises to meet the quality requirements	Rating Average
Export/ import development/ promotion	3.1	2.9	2.8	3.0	3.0	2.8
Investment promotion	3.0	3.4	3.2	2.6	3.0	3.0
Trade information/ intelligence	3.4	2.7	3.1	2.1	2.9	2.9
Trade diplomacy/ advocacy	3.6	3.2	3	2.4	3.25	3.09
Others	3.4	3.6	3.2	2.6	3.2	3.2

- As for willingness to cooperate with ITC in the future on NTM related issues, except export/ import promotion TISIs (92%), all functions expressed 100% willingness.

4.1.5. Region specific results

- The respondents are from three geographical regions: Africa, Arab states and Latin America and Caribbean.



- The Arab states show the highest rating both for the importance of NTM information and ITC approach, while Africa shows the lowest.
- The Arab states show the lowest recall rate for the workshops (0%), for seeing the final reports (0%) as well as the quality rating for both the workshop and the report.
- The Arab states give the highest rating for the support received to develop services and advocacy initiatives, while Latin America and Caribbean gives the lowest.
- On average, the Arab states also see the most improvement in their countries in mitigating NTM-related obstacles. The three regions rate differently the areas with most improvement, but all rate trade negotiations with the least improvement.

4.1.6. LDC specific results

- Among the 16 respondents, only 2 are from LDCs (Malawi, Madagascar).
- LDC respondents give higher ratings on the importance of NTM information and ITC approach.
- LDC respondents give higher ratings to the support received to develop services and advocacy initiatives.
- In terms of improvements made in NTM related areas, LDC respondents see the most improvement in “ support for enterprises to meet the quality requirements”, while the other areas were rated equally lower.

Academia and researchers

4.1.7. Basic figures

- The survey was sent to 185 participants of the NTM final stakeholder workshops
- Among the total participants, only 60% of the contact was valid (111 out of 185)
- The survey was sent from 30 September to 03 October in English, French, Spanish and Russian to respective user countries. The survey was open for response for 4 weeks.²

² Kazakhstan response was submitted later than the deadline.

4.1.8. Respondents' profile

- A total of 16 people responded to the survey, giving a 14% total response rate.
- Respondent by country is shown in the below table 16:

Table 16: respondent by country

Country	Response rate	Number of respondent	Number of valid contact
Tunisia	67%	2	3
Cambodia	50%	2	4
Rwanda	50%	1	2
Senegal	22%	2	9
Malawi	20%	1	5
State of Palestine	15%	4	26
Kazakhstan	14%	1	7
Arab States	9%	1	11
Egypt	8%	1	12
Peru	7%	1	15
Kenya	0%	0	3
Jamaica	0%	0	7
Trinidad and Tobago	0%	0	2
Paraguay	0%	0	1
Uruguay	0%	0	2
Guinea	0%	0	6
Madagascar	0%	0	5
Morocco	0%	0	3
Mauritius	N/A	0	0
Tanzania	N/A	0	0
Burkina Faso	N/A	0	0
Total	14%	16	111

- Respondent by type profession is shown in the below table 17:

Table 17: respondent by type of profession

Answer Options	Response Percent	Response Count
Academia / researcher	18.75%	3
International organization	18.75%	3
NGO	12.50%	2
Foreign embassy/ delegation	6.25%	1
Journalist	6.25%	1
Others/ (please specify)	37.50%	6
1. Consultant		
2. Bureau d'études		
answered question		16

4.1.9. Aggregate results

- 62.5% respondents participated in the stakeholder workshops.
- Among the 10 respondents who participated in the workshop, 90% consider it a good platform for learning and discussion.
- 56% respondents have never seen the final survey reports.

- 88% of respondents assessed the quality of recommendations in the final reports. Among them 71% (10 respondents) assess the quality “ Very good” or “ Good”, while 29% (4 respondents) consider them “ Fair” or “ Poor”.

Table 18: answers on quality of the recommendations

How do you evaluate the quality of the recommendations of the final NTM report? (For example, are they properly prioritized, actionable and fitted into the context of your country?)						
Very poor	Poor	Fair	Good	Very good	Rating Average	Response Count
0	1	3	7	3	3.86	14

- Among the NTM related areas, respondents see the most improvement in “ Availability of information on NTMs applied in foreign markets” and “ Support for enterprises to meet the quality requirements”, while the least improvement appear in “Trade negotiations to solve NTM-related obstacles in foreign markets”. The detail results are presented in the below table 19.

Table 19: answers on improvement in NTM related areas

How do you assess the progress of your country in mitigating NTM-related obstacles in the following areas?									
Answer (rating)	Options	Not improv ed	Not so much improv ed	Somew hat improv ed	Very improv ed	Extrem ely improv ed	I don't know	Rating Averag e	Respon se Count
		(1)	(2)	(3)	(4)	(5)	(0)		
	Dialogue and transparency between the public and private sectors on NTM-related obstacles	3	6	2	5	0	0	2.56	16
	Availability of information on NTMs applied in foreign markets	2	5	5	3	1	0	2.75	16
	Simplifying procedural obstacles that have adverse trade effects	3	4	5	3	1	0	2.69	16
	Trade negotiations to solve NTM-related obstacles in foreign markets	3	3	6	3	0	1	2.44	16
	Support for enterprises to meet the quality requirements	2	5	5	3	1	0	2.75	16

- 88% respondents express interest in working with ITC in NTM related initiatives in the future. These initiatives are around:
 - a. Follow up actions/ implementation (suggested by 2 respondents)

- b. Provision of updated NTM information (mentioned by 2 respondents)
- c. Analysis/ mapping of the actual supply chain (suggested by 2 respondents)
- d. Information on foreign markets (mentioned by 1 respondent)
- e. One respondent suggests to involve regional economic communities through trade facilitation programs

4.1.10. Profession type specific results

- The types of profession are categorized as presented in table 20.
- Academia and researchers as well as foreign embassy have the highest participation rate and quality assessment for the workshops.
- NGOs have the lowest ratings for the quality of workshops and final reports.
- The lowest rate of participation in the workshop and seeing the final report are both from the journalist respondent.
- On the improvements made in NTM related areas, the perceptions for different types of profession are very diverse, as shown in table 20:
 - a. Academia and researchers see the most improvement in simplifying procedural obstacles, and the least improvement in trade negotiations.
 - b. International organizations see the most improvements in simplifying procedural obstacles as well as trade negotiations, and the rest areas with less improvement.
 - c. NGOs see the most improvement in simplifying procedural obstacles, and the rest areas with less improvement.
 - d. Foreign embassy sees the most improvement in availability of NTM information in foreign markets, followed by support for enterprises to meet the quality requirements. The rest areas with the least improvement.
 - e. Journalist sees the most improvement in trade negotiations, and the least in simplifying procedural obstacles as well as dialogue and transparency.
 - f. Others see the most improvement in availability of NTM information in foreign markets, and the least in simplifying procedural obstacles and trade negotiations.
 - g. It is worth noticing that NGOs and foreign embassy are giving low ratings on average, between “not improved” and “not so much improved”.

Table 20: answers on improvement in NTM related areas by type of organization

Organization type	Dialogue and transparency between the public and private sectors on NTM-related obstacles	Availability of information on NTMs applied in foreign markets	Simplifying procedural obstacles that have adverse trade effects	Trade negotiations to solve NTM-related obstacles in foreign markets	Support for enterprises to meet the quality requirements	Rating Average
Academia / researcher	3.33	3	4	2.33	3.67	3.27
International organization	3	3	3.33	3.33	3	3.13
NGO	1.5	1.5	2	1.5	1.5	1.6
Foreign embassy/ delegation	1	3	1	1	2	1.6
Journalist	2	3	2	4	3	2.8
Others	2.67	2.83	2.33	2.33	2.67	2.57

- Usefulness of the survey
 - a. The respondent from foreign embassy/ delegation considers the survey with limited benefit
 - b. The respondent from journalism considers the survey useful for their work
 - c. Almost all the groups express 100% interest in working with ITC in future initiatives related to NTMs, except for NGOs which respond 0% of interest.

4.1.11. Governmental organization specific results

- The organizations could also be categorized differently by governmental or non-governmental in nature:
 - a. International organizations and foreign embassy are considered governmental in nature;
 - b. All other types of organization are considered non-governmental in nature.
- Governmental organizations have higher rate of participation to the workshops (75%) as well as seeing the final reports (75%) comparing to non-governmental organizations (58% and 33% respectively).
- Governmental organizations give higher rating to the quality of workshop (100% participants consider it good comparing to 86% for non-governmental organizations), but lower rating to the quality of final report recommendations (average score 3.75 comparing to 3.9 rated by non-governmental organizations).
- As of areas of improvement, governmental organizations see the most improvement in availability of NTM information in foreign markets and the least in dialogue and transparency; while non-governmental organizations see the most improvement in support for enterprises to meet the quality requirements and the least in trade negotiations.

4.1.12. LDC specific results

- LDC respondents have higher rate of participation to the workshop (83%) comparing to non-LDC respondents (50%); same trend shows for the rate of seeing the final reports, 67% of LDC respondents have seen the final reports as opposed to 30% of non-LDC respondents.
- In terms of improvements in NTM related areas, the results are very different:
 - a. LDCs see the most improvement in dialogue and transparency, availability of information in foreign markets as well as in simplifying procedure obstacles, while the least improvement being trade negotiations.
 - b. Non- LDCs see the most improvement in support for enterprises to meet the quality requirements and the least in dialogue and transparency.

Country survey implementing companies / institutions

4.1.13. Basic figures

- The survey was sent to the companies/ institutions which implemented the NTM country surveys, and to the consultants who drafted the reports (in some cases it was the same person), in total 37 contacts.
- 33 of the email addresses remained valid;³ among them are 14 contacts in survey companies/ institutions, 15 report writers and another 4 people who performed both.
- The survey was sent from 18 October to 01 November in English, French, Spanish and Russian to respective user countries. The survey was open for response for 4 weeks.

4.1.14. Respondents' profile

- A total of 9 people responded to the survey, giving a 27% total response rate.
- Respondent by country is shown in the below table 21:

³ The 4 invalid emails were those of the survey companies in Malawi, Cambodia, Kazakhstan and Tanzania.

Table 21: respondent by country

Country	Number of respondents	Number of valid contacts
Burkina Faso	1	2
Peru	0	3
Paraguay	1	4
Morocco	1	2
Malawi	n.a.	0
Uruguay	0	2
Madagascar	0	1
Mauritius	0	2
Rwanda	0	2
Kenya	0	1
Egypt	0	1
Trinidad and Tobago	1	1
Jamaica	0	1
Senegal	0	2
Tunisia	1	2
State of Palestine	1	2
Guinea	1	2
Kazakhstan	1	1
Cambodia	0	1
Tanzania	1	1

- Respondent by type is shown in the below table 22:

Table 22: respondent by type

Answer Options	Response Percent	Response Count
Individual consultant	44%	4
Private company specialized in surveys	44%	4
Research institute	0%	0
University	0%	0
Others (please specify)	11%	1
1. Individual consultant/ University		
answered question		9

4.1.15. Aggregate results:

- The role of survey companies/ consultants
 - a. As shown in the below table 23, most of the respondents participated in “conduct telephone and face-to-face interviews with companies” and “draft preliminary survey report for the Stakeholders Workshop”; a little bit less in “classify and analyze the obstacles reported” and “draft final NTM report”.
 - b. Few people had “conduct consultations with government and agencies to contextualize the obstacles reported and discuss possible solutions”. Although this practice has become more often in the later years, it is still not a common practice.

Table 23: respondents' roles in the survey process

Country	Survey start year	Conduct telephone and face-to-face interviews with companies	Classify and analyze the obstacles reported	Conduct consultations with government and agencies to contextualize the obstacles reported and discuss possible solutions	Draft preliminary survey report for the Stakeholders Workshop	Draft final NTM report
Burkina Faso	2010	0	0		0	
Morocco	2010				0	0
Paraguay	2010	0				
Tunisia	2011	0	0		0	0
Palestine	2011	0	0	0	0	0
Trinidad and Tobago	2011	0				
Tanzania	2012		0		0	0
Guinea	2012	0	0		0	0
Kazakhstan	2012	0	0	0	0	0
Total		7	6	2	7	6

- 89% of the survey companies/ consultants have seen the final reports.
- Prior to the NTM survey, 78% of the survey companies/ consultants had experience in trade and development issues.
- Among the 9 respondents, 7 of them (78%) received trainings; among those trained respondents, 6 of them (86%) rated the training "extremely effective" or "very effective".

Table 24: answers on effectiveness of ITC training

How effective has ITC's training been in explaining to your company / institution the survey methodology and NTM classifications?							
Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	I received no training	Rating Average	Response Count
0	0	1	3	3	2	4.28	9

- 89% of the respondents consider ITC support in ensuring data quality "extremely effective" or "very effective".

Table 25: answers on effectiveness of ITC support

How effective has ITC been in supporting your company / institution to ensure the quality of data collection / analysis?						
Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Rating Average	Response Count
0	0	1	5	3	4.22	9

- After the NTM survey, 78% of the survey companies/ consultants worked again in trade development issues.
 - a. Those who did not work again in the issues after the survey are also those who had no experience prior to the survey.
 - b. The 2 respondents who answered no experience before and after the survey are both private companies.

4.1.16. Company/ consultant specific results

- The role of survey companies/ consultants
 - a. All the private companies involved in conducting interviews, but only 50% of them classified and analyzed the obstacles as well as drafted the preliminary survey report for the Stakeholders Workshop. While 25% drafted the survey report, none of them conducted consultations with government and agencies.
 - b. All the individual consultants involved in drafting preliminary survey reports and final reports. While 75% also involved in classifying and analyzing the obstacles, only 50% involved in conducting interviews and consultations with government agencies.
 - c. The respondent reported both as individual consultant and the university which conducted the survey performed all the roles except consultation with government agencies.

Table 26: roles of different type of respondents in the survey process

Country	Type	Survey start year	Conduct telephone and face-to-face interviews with companies	Classify and analyze the obstacles reported	Conduct consultations with government and agencies to contextualize the obstacles reported and discuss possible solutions	Draft preliminary survey report for the Stakeholders Workshop	Draft final NTM report
Burkina Faso	Private company	2010	0	0		0	
Paraguay	Private company	2010	0				
Trinidad and Tobago	Private company	2011	0				
Guinea	Private company	2012	0	0		0	0
Subtotal			4	2	0	2	1
Morocco	Individual consultant	2010				0	0
Palestine	Individual consultant	2011	0	0	0	0	0
Tanzania	Individual consultant	2012		0		0	0
Kazakhstan	Individual consultant	2012	0	0	0	0	0
Subtotal			2	3	2	4	4
Tunisia	Individual consultant/ University	2011	0	0		0	0
Subtotal			1	1	0	1	1

- More consultants have seen the final report (100%) than the survey companies (75%), which is reasonable due to the fact that the consultants were all involved in drafting the final report.
- All the consultants have prior experience in trade and development issues, while only 50% of the companies are experienced before the NTM survey. The same results with whether they have worked again in the issues after NTM survey.
- All of the survey companies received trainings. However for individual consultants, only 50% received trainings.
- On average, companies give higher ratings to the effectiveness of ITC training and support (4.25 respectively) comparing to individual consultants (4 respectively). The respondent reported both as individual consultant and the university gives the highest rating for both training and support in quality assurance (5 respectively).

Annex 5: Country portfolio - data collected by ITC's NTM surveys

Region (number of countries)					
Africa (17)	Arab States (7)	Asia and Pacific (7)	Central Asia (2)	Latin America & Caribbean (8)	Regional surveys
<i>Benin*</i>	Egypt	<i>Bangladesh*</i>	Kazakhstan#	<i>Colombia</i>	Arab States
Burkina Faso*#	<i>Jordan</i>	Cambodia*	<i>Kyrgyzstan#</i>	<i>Dominican Republic</i>	ECOWAS
<i>Comoros*</i>	Morocco	Indonesia		<i>Ecuador</i>	European Union (28 countries)
Côte d'Ivoire	State of Palestine	<i>Nepal*#</i>		Jamaica	
<i>Ethiopia*#</i>	Tunisia	<i>Philippines</i>		Paraguay#	
Guinea*	<i>Saudi Arabia</i>	Sri Lanka		Peru	
Kenya	<i>Sudan*</i>	Thailand		Trinidad and Tobago	
Madagascar*				Uruguay	
Malawi*#					
<i>Mali*#</i>					
Mauritius					
<i>Namibia</i>					
Rwanda*#					
Senegal*					
<i>Seychelles</i>					
Tanzania*					
<i>Uganda*#</i>					

* = LDCs (least developed countries)

= LLDCs (landlocked developing countries)

Italic= Unpublished as of end 2016

Annex 6: Inception Country Report for Sri Lanka

Scope and methodology

1. This inception country report takes place within the broader context of the evaluation of the NTM Programme and focuses on the national survey undertaken in Sri Lanka in 2010-2011. The objectives of the Programme evaluation, whose scope is the period from March 2010 to October 2015, are to:
 - Assess performance and results of the Programme in line with the objectives stipulated in the MOUs and revised in other project documents; and
 - Generate learning and insights and prove recommendations to be used to maximise performance in the remaining of the second phase and for the design of a possible third phase of the Programme. Special emphasis is devoted to issues related to sustainability and utility from the perspective of partner countries and partner institutions.
2. The rationale to conduct an inception country report focusing on a national survey emerged from the need to verify the accuracy of the survey's process and to delineate the elements that are necessary to enhance the effectiveness and sustainability of the Programme. The objective was specially to identify local stakeholders' strategies and activities to address the NTMs and related procedural obstacles identified in the survey, and to establish a better-informed basis on how the impact and the sustainability of the Programme could be maximized.
3. This document aims at gathering early findings for the drafting of the inception report to design the methodology of the evaluation; and especially, at identifying key issues for in-depth analysis within the evaluation matrix. The observations made do not pretend to be final observations for the evaluation of the Programme, but solely to guide the elaboration of the evaluation methodology. This document does not provide recommendations at this stage of the evaluation process. It rather tries to pave the way for a more informed common understanding on some of the issues at stake in the NTM Programme.
4. This inception country report is a building block in the evaluation process, focusing on the systematic assessment of the NTM survey that was completed in Sri Lanka. It is based on desk review, interviews with the Programme management, former and current staff members, and a fact-finding inception mission to Sri Lanka. In the absence of effective and systematic follow up system to gather evidence of the impact at the country level, the evaluation decided to initiate the evaluation process by a fact-finding inception mission in a country in order to better understand the conditions for impact. The inception mission was particularly interested in identifying the national mechanisms of coordination that may facilitate the impact of the Programme and in better understanding the precise nature of this impact.
5. The choice of the country was based on a list of countries where, according to MAR's anecdotal evidence, the survey appeared to have had an important impact. Sri Lanka was selected within these countries since it is the first country in which the survey was implemented⁴. Some of the observations made in this report might have already been adjusted for in later national NTM surveys and reports, and the selection of the first country will allow assessing how the Programme may have evolved and been adapted through time in the evaluation.
6. Since it focuses on the assessment of a national NTM survey and report, this inception country report does not consider the components of the Programme which were added in the second Phase, in particular the activities to mitigate NTMs. These components will be analyzed in the next steps of the evaluation process. Nevertheless, this report is interested in ITC's role in Programme follow-up. It is not an update of the national NTM survey that took place in Sri Lanka, but it examines initiatives in Sri Lanka that were undertaken since 2010 to mitigate NTMs and related procedural obstacles.

⁴ ITC implemented the NTM survey in Sri Lanka from February to August 2010, a stakeholders' workshop was carried out in November 2010 and the National Survey was published in December 2011.

7. The Evaluation Unit undertook the inception mission in Sri Lanka in December 2015. Open-ended interviews⁵ were conducted with a grand total of 38 institutions represented by 96 stakeholders. Meetings were generally organized with only one institution at a time. Among these 38 institutions, the mission met with 14 public institutions, 12 enterprises, trading agents and private certification companies, 10 TISIs (8 associations and 2 Chambers of Commerce), a research institute and the company that conducted the survey⁶.

Brief presentation of the NTM Programme

8. The NTM Programme (2010-2016) is managed by the Market Access and Research Section (MAR) within the Division of Market Development (DMD). Its aim is to address the costly trade barriers resulting from non-tariff measures (NTMs) and related procedural obstacles (POs) to trade in goods and services through increased transparency and initiatives aimed at mitigating identified barriers. The beneficiaries of the NTM Programme include exporters and importers, Trade Supporting Institutions (TISIs), policy-makers and researchers.
9. The ITC launched the NTM Programme (phase 1) within the framework of a Memorandum of Understanding (MOU) signed in January 2010 with the Department for International Development (DFID)⁷. The Programme would collect, classify and disseminate relevant information on NTMs that would support better decision making for ITC's clients. The relevant information includes non-tariff measures and related procedural obstacles that trade companies face when complying with these measures. In September 2013, a second MOU was signed with DFID, extending the Programme until October 2016 (Phase 2). As a result, DFID provided GBP 1.65 million to the NTM Programme under Phase 1 and GBP 2.69 million under Phase 2.
10. The Programme was designed following a 2009 pilot project, which consisted in establishing an international taxonomy of NTMs and running business surveys to test the classification. The surveys revealed strong potential to collect business perspectives on NTMs and related trade obstacles. It was

Classification of NTMs

The first Multi-Agency Classification of NTMs was finalized in November 2009 (and updated in February 2012) by a group of experts from the Food and Agriculture Organization, the International Monetary Fund, the International Trade Centre, the Organization for Economic Co-operation and Development, the United Nations Conference on Trade and Development, the United Nations Industrial Development Organization, the World Bank and the World Trade Organization.

For the purpose of the survey, ITC internally developed another classification of NTMs as well as a classification of Procedural Obstacles (POs), which were both finalized in the same document in February 2010 (updated in January 2012 and February 2015). In terms of the chapters describing NTMs, although the report on Sri Lanka presents the Multi-Agency classification in its Appendix, the NTMs were coded in the survey database using the internal classification of NTMs. The classification of POs contains nine chapters and sub-branches for each chapter which go up to the second digit level. Contrary to the NTM chapters, this classification does not contain definitions or examples of the POs to be classified within each chapter or within each sub-branch.

⁵ The interview guidelines were built per the evaluation criteria and can be found in Annex.

⁶ The selection of the public institutions and TISIs to be interviewed was done under the following criteria: partnership with ITC at the time of the survey, institutions interviewed in the open-ended interviews as part of the survey, institutions present in the 'Draft list of the stakeholders that could be invited to the workshop', members of the National Committee for Trade Facilitation, institutions directly involved on NTMs issues and direct beneficiaries of the Programme. The evaluation mission followed the advice of public institutions to additionally interview initially unforeseen TISIs and a public institution. The company that conducted the survey and the research institute that facilitated the stakeholders' workshop were interviewed as ITC's partners at the time of the survey. Interviews with the enterprises were facilitated by the chambers of commerce, and the mission did not select itself the companies to be interviewed.

⁷ This MOU also gave rise to the Women and Trade Programme.

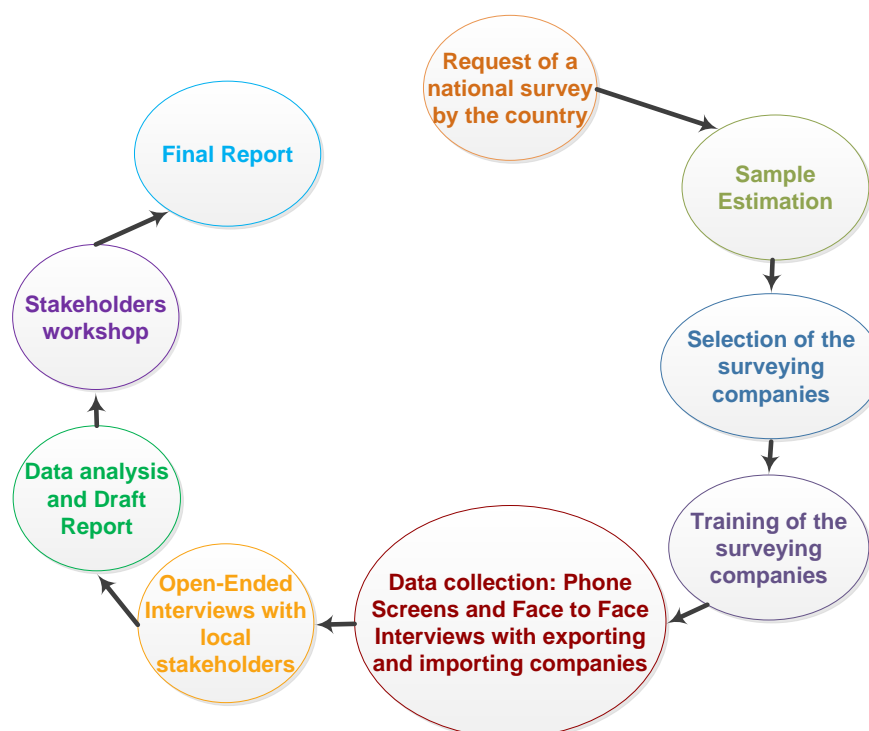
decided to further develop the survey methodology and roll out NTM surveys under a new Programme that would also collect government regulations on imports and exports and the design of a web-based application to disseminate data.

11. The NTM Programme developed in May 2013, a Programme Plan covering a period of three years between July 2013 and June 2016, with an estimated budget of USD 13.3 million. This Programme Plan aimed at guiding the scope of the Programme to encouraging other donors to financially support part of the Programme. Indeed, other donors supported the second Phase of the Programme. For example, in September 2014, USAID contributed with USD 700,000 to support a regional approach to overcoming NTM-related trade obstacles across cooperating Arab countries.
12. At this stage, it is important to note that at the time of the launching of the NTM programme, Sri Lanka was the first country where a survey on NTM-related trade barriers was developed and tested.
13. Under the Programme Plan, the NTM Programme is sub-divided into four components:
 - Component 1, NTM Data, whose outcome is that 'Enterprises are more knowledgeable about NTMs to access specific markets'. It is based on the collection of NTM data/requirements on specific markets/countries and on their dissemination through the Market Access Map.
 - Component 2, NTM Surveys and Related Analyses, whose outcome is that 'Policy Makers in Programme countries and regions understand NTM-related trade obstacles that are faced by the business sector and are able to formulate concrete recommendations to overcome them'. This component is centred on the realization of national surveys, which give rise to national or regional analysis. The outputs of this component are namely: 'local survey experts trained on survey methodology and classifications', 'policy makers are provided with an in-depth analysis of the business perspectives on NTMs', 'Stakeholders workshops', 'Regional analysis', and 'Report published to document business concerns with NTMs and/or regional analyses'.
 - Component 3, Initiatives to mitigate NTM-related trade obstacles, whose outcome is that 'Initiatives to overcome identified obstacles have contributed to an enhanced business environment'. It is centered on the validation of a matrix of action, based on the NTM survey results and including a prioritization of recommendations, on the identification of relevant organizations able to address the identified issues, on the dissemination of action matrices, and on the design and implementation of ITC's 'follow-up' assistance at the national and regional level.
 - Component 4, Services trade regulations, whose outcome is that 'Key international organizations validate and use the taxonomy for services trade regulations'. It relies on the development of a taxonomy for services trade regulations, on the development of a survey methodology and on the implementation and analysis of pilot national surveys.
14. Components 1 and 2 of the Programme Plan were already present in the first MOU with DFID, at the exception of the regional surveys, and components 3 and 4 were added in the second MOU. In the implementation of the national surveys and analysis, the Programme has followed the same operational framework in Phase 1 and 2.
15. The operational framework followed for the implementation of the national surveys and analysis is described in Graph 1, below. The national surveys are conducted depending on requests by the beneficiary government. Samples of the number of companies to be interviewed are estimated. A national surveying company is selected and trained on the survey methodology and classification. This company conducts data collection through face-to-face interviews with exporting and importing companies previously identified through phone screens as facing NTM-related obstacles to trade and willing to participate in the survey. ITC verifies the data quality throughout the data collection process and proceeds with preliminary data analysis. Open ended interviews take place with key stakeholders to gather further contextual information. A draft report is prepared and preliminary findings are presented to local

stakeholders in a workshop. A final survey report is published on the basis on the local stakeholders' comments and recommendations gathered during the workshop.

16. One major discrepancy can be pointed out at this stage between the Programme Plan and the two MOUs signed with DFID. While the Programme Plan foresees the publication of national survey reports to document business concerns with NTMs and related procedural obstacles, there is no commitment taken by ITC to publish such report in any of the two MOUs signed with DFID⁸. Notwithstanding, the two MOUs signed with DFID include an indicator referring to the download of these same reports⁹. Despite these ambiguities, the evaluation, considers the national survey reports as a key deliverable of the Programme within its production model and theory of change.

Graph 1: Operational framework for the implementation of the national surveys and analysis (Component 2):



ITC's mandate and positioning validated

17. The NTM Programme is aligned with ITC's corporate objectives and Strategic Plans. ITC's Strategic Plan 2010-2013 points out the importance of the Market Access Map tool and of "the monitoring of non-tariff measures (NTMs) as experienced by the private sector in developing countries, [...] in particular through face-to-face interviews at company level" as part of the organization's response to the global economic crisis.

⁸ The first MOU with DFID mentions as an indicator the 'Number of countries for which a brief country report has been shared through an awareness-raising workshop with key national stakeholders' This "brief report" does not, however, correspond to the aforementioned national survey report. Moreover, this indicator was taken out of the two revised logframes for Phase 1 (August 2011 and July 2012). In these two revised logframes, as well as in the logframe for Phase 2, there is no mention of a report to be published. These three logframes solely mention as an indicator 'Number of countries where the NTM survey is finalized and survey data is analysed'.

⁹ 'Number of downloaded Non-Tariff Measures (NTM) survey country reports from ITC website' (Revised LogFrame for Phase 1, August 2011, Revised LogFrame for Phase 1, July 2012), and 'Number of NTM survey results download from ITC website' (Logframe in the MOU Phase 2, September 2013).

18. ITC's mandate in contributing to identify and mitigate NTMs and related procedural obstacles was confirmed by Sri Lankan stakeholders. There is a clear expectation that ITC will continue to provide its support on NTM-related issues. In particular, policy makers expressed a need to have access to NTM-related trade barriers analysis for major partner countries (such as China and India), and policy makers and TISIs requested that the same type of survey be repeated in Sri Lanka for a comparison of the results.
19. Although there is a wide array of institutions producing NTM-related studies in relation to Sri Lanka's interests¹⁰, ITC benefits of a good positioning among the existing suppliers of expertise. The analysis of the studies undertaken since 2010 indicates that they mainly focus on NTMs-related issues affecting a particular sector or market while ITC's approach considers all NTMs and related procedural obstacles encountered by exporters and importers in the same survey. Policy makers praised the importance and singularity of such comprehensive approach. Interestingly, operational public institutions, such as certifying institutions, highlighted that the survey allowed them to understand the bigger picture, and how their work was included in global value chains, aspect they were unaware of beforehand. ITC's was also praised by researchers for its quantitative approach, which allows for weighting the NTMs and therefore for setting priorities for the country. ITC's approach furthermore aims to be representative at sector level for exports and is based on a rigorous statistical sampling approach.

Alignment with stakeholders' needs

20. The need to improve the enterprises' knowledge about NTMs to access specific markets as set out in the first component of the Programme was clearly relevant at the time of the survey and this is still the case today. There is a consensus, among all categories of stakeholders that exporters are still limited in their capacity to expand to new markets because of a lack of access to the information on the NTM-related requirements on these markets.
21. Concerning the national NTMs survey itself, each category of stakeholders has specific needs and expectations. At the time of the survey, policy makers needed to better understand the concept of NTMs and the NTM classification, as these topics were new.
22. Policy makers and TISIs share the same view that building a more informed knowledge basis on NTMs and related procedural obstacles is an advantage to pave the way for a constructive public-private dialogue and for bilateral and regional trade negotiations. They noted the value of the report in these areas, but also its limits. They, for instance, noted that the value added of the report was somehow limited due to the fact that the conclusions were too vague and lacking an analysis of the context and the reasons sustaining the obstacles identified. They manifested the wish for examples and case studies on which they could base their arguments and a need for an analysis that would be more product/market specific.
23. Regarding the mitigation of the issues identified, policy makers pointed out that the report presents the potential to guide national reforms given its unique comprehensive approach. However, they reported that the recommendations were also too vague and not sufficiently instrumental to identify the changes and the steps necessary to fix the problems¹¹.
24. In the context of current bilateral and regional trade negotiations, policy makers pointed out that they today need a better understanding of the NTM-related trade barriers faced by Sri Lankan exporters in foreign markets. Retrospectively, they consider that the NTM Programme focused too much on internal issues.
25. New stakeholders' needs have emerged since the survey was conducted, in line with the increasing importance of global value chains. Policy makers expressed the need for an increased knowledge on the

¹⁰ The inception mission was able to identify a non-exhaustive list of NTM-related studies, which have been conducted by TISIs, private companies, research centres and international organizations (see Annex 3).

¹¹ It is to note that the report did not contain a matrix of actions assigning recommendations to specific governmental institutions given that it was published within the first Phase of the Programme.

NTMs and related procedural obstacles faced by enterprises in the area of international trade in services¹² and on the NTM related barriers to foreign investment.

Internal coherence under development

26. It is understandable that in Sri Lanka, the Programme's activities were somehow disconnected from one another. For example, at the time of the process to build the survey and draft the report, ITC's partners were not made aware of the existence and interest of the Market Access Map database since this module was still under development. In any case, the survey was largely managed on a step-by-step learning-by-doing mode with the focus on gathering and analyzing the experience of Sri Lankan enterprises in relation with NTM-related trade barriers. Concerning the drafting of the final report, no template was developed before the survey itself was completed. Nevertheless, observations indicate that the NTM Programme's learning curve has been effective enough to enable its operations and deliverables. Since Sri Lanka was the first country in which the national survey was undertaken, the NTM Programme was clearly carried out on an experimental manner.
27. The second possible source of incoherence refers to the aforementioned discrepancy between the Programme Plan and the two MOUs with DFID regarding the publication of the survey reports. Sri Lankan stakeholders clearly identify the report as a critical deliverable to present and disseminate the results of the survey to various stakeholders and through time. The Programme Management explains that the survey reports cannot be included in the MOUs as a deliverable because the length of time required to produce them would either lead to a necessary time extension of the Programme, or to a reduction in the number of countries covered within the same period of time. In any case, the evaluation will consider to which extent the lack of coherence between the MOUs and the Programme plan impacted on the effectiveness and efficiency of the production of the report, and thereafter the impact and sustainability of the Programme.

Deliverables produced successfully on an exploratory mode

28. The operational framework described above for the implementation of the national surveys and analysis was effectively implemented in Sri Lanka and the planned stages of the survey process were undertaken: initialization, implementation, data quality checking and processing, open-ended interviews with local stakeholders, in-depth analysis of the data, drafting of the report, organization of a stakeholders' workshop, finalisation and dissemination of the report.
29. In terms of the survey's implementation, a company (Lanka Market Research Bureau, LMRB) specialized in conducting surveys was selected to conduct the data collection. LMRB reported difficulties with the methodology of the survey, which required a dedicated high level of collaboration from ITC to address them. LMRB faced three types of challenges: building an adequate business register, securing the participation of the relevant company managers to the phone screens and to the face to face interviews, and classifying the answers provided by the interviewees in the database. Despite these challenges, LMRB was successful in gathering the business sector's perceptions on NTMs and related procedural obstacles, although ITC took charge of the classification of the answers gathered. The open-ended interviews with local stakeholders were, subsequently, conducted by Students from the School of International and Public Affairs of the Columbia University with a local support from IPS.
30. ITC effectively organized a stakeholders' workshop at the end of the survey. This is confirmed by the stakeholder who facilitated its organization, by the presentations that were made during the workshop and by the minutes from the workshop. That being said, it is difficult to assess who was invited to the workshop, the effective number of participants and the institutions they represented. There is no evidence of the list of stakeholders who actually attended the workshop. Furthermore, none of the Sri Lankan interviewees, at the exception of ITC's three direct local partners directly involved in the survey –

¹² The inclusion of the Fourth Component in the second Phase of the Programme appears to be relevant to answer to that need and will be evaluated in the subsequent phases of the evaluation.

the Department of Commerce (DoC), LMRB and the Institute of Policy Studies of Sri Lanka (IPS) – answered positively when asked if they were aware of the survey or the workshop. Although a turnover in the representatives since the time of the survey may partly explain this lack of knowledge, it is not sufficient to fully explain it.

31. Nevertheless, the workshop’s minutes indicate the discussions that took place during the workshop, as well as the main recommendations that stemmed out from these discussions. This, jointly with the content of the presentations made, confirms that the workshop served at a platform to present and discuss the findings of the survey and to gather stakeholders’ comments and recommendations.
32. At the beginning of the survey in Sri Lanka, there is no evidence that the publication of a national report was planned, or that a template for such report had been developed. This might be partially caused by the ambiguity concerning the above-mentioned commitment to produce the NTM report. In any case, it appears that the Programme adapted to what was identified as necessary on a step-by-step learning mode.
33. In terms of the production of the report, an MOU was signed between ITC and IPS according to which IPS would support students from the Columbia University to conduct the open-ended interviews with local stakeholders and would draft the national report. Although IPS produced draft reports, it did not deliver the final report. According to the Programme management, IPS was unable to deliver a report of the expected level of quality due to internal turnover of staff. IPS did, however, facilitate the stakeholders’ workshop, which was unforeseen in the MOU between ITC and IPS. The final report was produced internally by ITC, which hired a national expert to validate the findings and possible explanations of the identified problems.
34. Although ITC was able to adapt to changes and difficulties to ensure the publication of the report, the exploratory mode of operations adopted had consequences in terms of the Programme’s efficiency. The report was finally produced one year after the stakeholders’ workshop took place.

Mixed performance on following up and partnerships

35. ITC has been rather reactive in following up on requests from Sri Lankan policy makers after the publication of the report. After the publication of the report in December 2011, a Sri Lankan delegation from DoC attending the Eight WTO Ministerial Conference in Geneva took the initiative to request additional information to ITC that promptly responded to this request. DoC was interested in knowing the details and concrete examples of the obstacles met by exporters and importers with each of the national institutions mentioned in the report so as to better contextualize the accountabilities within Governmental institutions and to address the identified obstacles. In 2012, DoC followed up nationally on the basis of additional information provided organized in a matrix of obstacles per institution. The aim was to gather the governmental organizations’ feedback on the findings of the survey and discuss initiatives to address them. The document, along with extracts of the report, was distributed among the national institutions listed for being responsible of the identified obstacles. Their comments were requested and a meeting organized to discuss them. Although DBIS/Business Environment and the DCP/Office for Asia and Pacific States (OAP) tried to take this opportunity to follow up on the findings of the survey and offered ITC’s services to the Sri Lankan Government, it appears that this follow-up was discontinued and that MAR did not re-initiate it.
36. ITC was more proactive in supporting the engineering and implementation of a technical assistance response to the SPS-related obstacles in the sector of Fruits & Vegetables. ITC established an efficient external partnership with Standards and Trade Development Facility (STDF). STDF Secretariat participated in the stakeholders’ workshop and provided a presentation on ‘Building SPS capacity: promoting safe trade to achieve development goals’ in which STDF’s role and the process to apply for a grant were outlined. The cooperation established by MAR with DBIS/Enterprise Competitiveness (EC) efficiently gave rise to the involvement of the department in the stakeholders’ workshop. EC made at this occasion a presentation on “Overcoming Challenges related to SPS and TBT”. In December 2011, the Ceylon Chamber of Commerce submitted a Project Grant Application to the STDF, which resulted in a project

entitled “Improving safety and quality of the Sri Lanka fruits & Vegetables” which is currently still under implementation and managed by EC¹³. The evaluation found ample evidence of the NTM Programme having paved the way for this project. The Grant Application prepared by the Ceylon Chamber of Commerce refers on several occasions to conclusions of the NTM report. First results were also shared with the Ceylon Chamber of Commerce prior to the publication of the report in support for the preparation of the Grant Application. Although the inception mission could not be ascertained whether Sri Lanka’s institutions had already had an interest and the intention to apply for the STDF grant before the NTM Programme in Sri Lanka, the latter was instrumental for its development, as it provided contents to sustain the grant proposal.

37. Except these two instances, there was no systematic and organized follow up.
38. In managing partnerships, ITC did not fully anticipate on the needs and constraints of its partners. This could suggest that the Programme may have benefited from previous intelligence on these stakeholders. However, ITC demonstrated responsiveness to circumstances and maintained a positive engagement with its partners:
- LMRB noted a dedicated high level of collaboration from ITC to overcome and address the difficulties met throughout the survey.
 - When a delegation from DoC requested additional information from ITC after the publication of the NTM report, that is, more than a year after the stakeholders’ workshop, ITC was immediately available to engage in several meetings and promptly provided the requested analysis.
 - In the case of IPS, even though IPS did not produce the report as planned, it facilitated the stakeholders’ workshop and has kept a positive view of ITC and of the work carried out.
39. Beyond interacting with these partners, ITC could have developed partnerships with other Sri Lankan stakeholders with the objective to maximize the diffusion, impact and sustainability of NTM Programme activities in the country. The Inception Mission identified potential partnerships that could have been explored further:
- Despite the fact that ITC initially received information on exporters from the Sri Lankan Customs, no further partnership was established with this institution. The Department of Customs is, nonetheless, cooperating with several international organizations on NTM-related issues such as the World Customs Organization and UNCTAD within the scope of the implementation of the ASYCUDA automated system.
 - ITC also directly provided information to the Ceylon Chamber of Commerce in support to the development of the application Grant for the SDTF. However, there is no evidence that any partnership was established between ITC and the Ceylon Chamber of Commerce – or any other Chamber of Commerce – throughout the survey. Such partnerships may have facilitated the contact with enterprises and increased the response rate to the survey.
 - The Central Bank could have been an additional partner in the course of the survey and analysis of the results. The Central Bank nationally coordinates the work undertaken by the World Bank on the *Ease of Doing Business* indicators. These indicators are related to several institutions relevant to the NTM Programme, such as the customs. In Sri Lanka, the Central Bank measures the number of documents required and the time taken, sets the targets to be achieved and monitors the results performed by the relevant institutions. Furthermore, the inception mission found evidence that the Central Bank was one of the few institutions knowledgeable of the NTM report. However, the Central Bank was not part of the stakeholders interviewed in open-ended interviews and was not on the “Draft list of stakeholders who could be invited to workshop”.
 - Similarly, to enhance transparency in NTM-related trade barriers, cooperation could have been established with the EDB ‘Exporters Forum’ platform.

¹³ The project, amounting to USD 758,598 and implemented by ITC, started in March 2013 for a three-year period. Although the assessment of this project is out the scope of the present evaluation, it is worth mentioning here that the inception mission has gathered converging anecdotal evidence pointing out its positive outcomes.

40. Concerning internal partnerships, a high level of information-sharing took place within the NTM team and the various Programme managers through time. Team members have verbally been sharing among themselves lessons learned from the process in Sri Lanka. Almost complete archives of the survey process were shared by the first Programme manager.
41. Within ITC, with the exception of the excellent cooperation established between MAR and DBIS/EC, internal cooperation was in some cases undermined by a lack of explicit and coordinated follow up. The cooperation with Business Environment and OAP appears to have been sub-optimal. Outside of Sri Lanka scope, MAR successfully established a cooperation with DBIS/Trade and Investment Support Institutions Strengthening (TS) which manages the Women and Trade Programme by providing the Section with gender-related data and gender-focused internal reports. The efficiency of this partnership has not been considered at this stage of the evaluation. However, overall, it speaks in favor of a more effective and efficient repartition of tasks between MAR and other departments, in particular at the design stage and after the completion of the survey, which will be considered by the evaluation.

Difficulty in assessing the management of resources yet

42. A precise efficiency analysis of the financial use of resources is complicated by the fact that there is no account specifically assigned for the Sri Lankan activities and deliverables.
43. Furthermore, in Sri Lanka, a series of unforeseen changes had to be made to the initial plan of activities along the survey: several additional business registers had to be acquired, ITC had to provide a second training to LMRB and to compensate them for the additional time spent on the survey, ITC did not proceed to the full payment of IPS as per the MOU signed given that IPS did not produce the report as planned. Such changes may be partly explained by the fact that Sri Lanka was the first country in which the survey was conducted. The evaluation will consider whether similar difficulties have arisen through time and will especially consider whether the selection of the company conducting the survey was cost-efficient taking into account not only the initial financial costs foreseen but also the additional costs that may have occurred. The evaluation will also consider which mechanisms the Programme may have put in place in case a counterpart did not deliver as planned in its contract.
44. As discussed earlier, the quality and timeliness of the report is essential within the theory of change of the Programme. Accordingly, the evaluation will assess whether sufficient resources have been allocated to its production.

Satisfactory Survey coverage despite lack of clarity concerning sector sample representativeness

45. The Programme aims to reach a representative sample allowing for the extrapolation of the survey results at the country level. To achieve this objective, the Programme applies a two steps methodology:
 - a. The first step is to select the sectors to be included in the survey. The selection criterion is based on the weight of the sectors in the external trade value. Excluding minerals and arms, all the sectors¹⁴ whose share of the external trade value (for exports and imports respectively) is more than 2% are included.
 - b. Then, the NTM Programme estimates the *ex-ante* number of phone screens and of face-to-face interviews to be completed with exporting and importing companies for each of the selected sectors.

These estimations are based on Cochran's (1977) statistical formula and on the assumption that 20% of the companies face NTMs and are willing to participate in the face-to-face interviews.

¹⁴ The NTM survey sectors are defined as: 'Fresh food and raw agro-based products, Processed food and agro-based products, Wood, wood products and paper, Yarn, fabrics and textiles, Chemicals, Leather, Metal and other basic manufacturing, Non-electric machinery, Computers, telecommunications, consumer electronics, Electronic components, Transport equipment, Clothing, Miscellaneous manufacturing.

Cochran's formula, assuming a normal distribution, is the following:

$$n = \frac{t^2 * p(1 - p) * N}{d^2 * N + t^2 * p(1 - p)}$$

Where:

t is the t-value for a selected margin of error (d). In the case of the survey, a 95% confidence interval is accepted so that the t-value is 1.96;

p is the estimated proportion of an attribute that is present in the population. In the case of the survey, it is a proportion of companies that experience burdensome NTMs. In the survey, this proportion is not known and the most conservative estimate leading to a large sample size is employed, that is p=0.5;

N is the entire population. In the NTM survey it is the total number of exporting or importing companies in the country;

n is the Sample size; and,

d is the Margin of error that the researcher is willing to accept.

For exporting companies, the Programme assumes a total number of companies for each sector (**N** for each sector) which maximizes the formula with an accepted margin of error **d** at 10% to estimate the sample size **n** of phone screens to be completed for each sector. For importing companies, the Programme assumes a total number of companies in the country (**N** at the country level) which maximizes the formula with an accepted margin of error **d** at 5% to estimate the sample size **n** of phone screens to be completed at the country level. These estimations are revised along the survey according to the information received on the number of exporting and importing companies in the countries.

46. Once the survey is completed, it is possible to verify the representativeness of the samples¹⁵ using the same formula. For a given entire population **N**, and for a level of accepted margin of error **d**¹⁶, Cochran's formula indicates the sample size **n** required so that the sample can be considered as representative of the entire population. For example, for a total number of exporting companies in the sector "A", Cochran's formula indicate the number of exporting companies with whom phone screens should be completed so that the sample of exporting companies phone screened for the sector "A" is representative of the sector. This verification is dependent on the knowledge of the exact entire population of reference.
47. Concerning exporting companies, the total number of exporting companies with whom phone screens were completed is indeed representative at the country level. At the sector level, however, the representativeness does not hold for all the five selected sectors¹⁷ for the total population of reference presented in the report:
 - The samples for the sectors 'Other manufacturing' and 'Processed food and agro-based products' are representative;

¹⁵ The representativeness of the sample refers in the survey and in this inception report to the sample of companies with whom phone screens are completed. The sample of companies with whom face-to-face interviews are conducted depend on the results of the phone screens, that is, on the share of companies that report NTM-related obstacles to trade and that accept to participate in the face-to-face interviews.

¹³In the case of the NTM survey, the accepted level of margin of error is 10%.

¹⁷ These sectors are namely: 'Fresh food and raw agro-based products', 'Processed food and agro-based products', 'Textile and clothing', 'Chemicals, plastics and rubber-based products', and 'Other manufacturing'.

- The sample for the sector 'Chemicals, plastics and rubber-based products' is virtually representative.
- The samples for the sectors 'Textile and Clothing' and 'Fresh food and agro-based products' are, however, not representative, which could be a concern since these were the two most important sectors in Sri Lanka at the time of the survey¹⁸.

48. As mentioned, the verification of the samples' representativeness is dependent on the knowledge of the exact entire population of reference. The total population of reference presented in the report for exporting companies is based on the register provided by the Customs¹⁹. Given the difficulties that LMRB faced to compile a satisfactory final business directory, which will be detailed in the subsequent section, the total population of reference in the country may be smaller than the one based on the register provided by the Customs. In such case, it is likely that the representativeness of the samples of exporting companies phone screened per sector may hold better than previously mentioned.
49. In terms of company size, the report mentions that the survey is representative, which is verified at the country level for exporting companies as per Cochran's formula. It also claims that 'the company size ratio also holds well within sector', but does not present the data which would allow to assess this.
50. Finally, concerning the distinction between exporting companies that have a producing activity and trading agents who do not, the total population of trading agents within the total population of exporting companies remain unknown. This is explained by the fact that the question whether a company trades its own produce is only asked during face-to-face interviews which are exclusively conducted for the exporting companies who declared experiencing trade barriers in the phone screens. As a result, a precise statistic on the representativeness of the trading agents' samples cannot be verified. Furthermore, within the sample of exporting companies, the share of trading agents in all sectors and within each of them is not systematically presented.
51. Concerning importing companies, the report does not provide any information on the total number of importing companies in the country which prevents any analysis on the representativeness of the samples of importing companies.
52. Overall, despite the above-mentioned uncertainties in terms of the samples' representativeness, it is worth to note that the NTM-related obstacles to trade identified at the time of the survey were generally confirmed by the inception mission in Sri Lanka, as will be further detailed thereafter.

Lengthy and cumbersome survey process

53. In terms of the business registers used for contacting exporting and importing companies, LMRB started to work with one source of information, moving on to look for an additional directory once realizing that the previous information would not allow them to conduct a satisfactory work. LMRB had to repeat this operation five times until being able to compile a satisfactory final business directory²⁰. Problems to overcome were multiple. A few examples can be noted: the contacts of the companies were missing in the first Register provided by the Customs, some companies included in the business registers did not exist anymore, some contacts had been wrongly registered as a company while they belonged to a private individual, some companies had been classified under a wrong activity.
54. Given the time and costs (which were born by ITC) spent to compile an adequate database to start the survey, LMRB suggested this to be a fully designated task to be conducted first when starting the

¹⁸ The export of the sector 'Fresh food and agro-based products' represented 26.4% of the total export value (ITC Trade Map 2008) and the export for the sector 'Clothing' alone represented already 45.4% of the total export value (ITC Trade Map 2008).

¹⁹ Are excluded from the register the companies exporting services, the companies exporting arms and minerals, the companies exporting 'Other products – unclassified', and the companies exporting less than SL RS 5 million per year.

²⁰ The final business register compiled information from the Sri Lanka Customs (which was the first information provided to LMRB by ITC), the Export Development Board's directory, the Ceylon Chamber of Commerce's Member Directory, the National Chamber of Commerce's Directory, and the Kompas Lanka Directory. Although the Kompas Lanka Directory is not mentioned in the report, LMRB noted that this Directory was the most useful and that it contained the numbers and addresses of the companies, as well as their sector of activities.

assignment. LMRB also explained that this task should be much easier today since business registries are now available electronically on internet.

55. The Programme Management stated that the final business register was made available to local stakeholders. LMRB confirmed that it did have the business register and used it for a subsequent work. It was, however, not possible to confirm whether ITC's other two partners had been provided with the business register. The evaluation should assess for other countries to which extend the business registers were disseminated among local stakeholders. It should moreover be noted that it is difficult to identify in the Programme's archive which document may be the final business register for Sri Lanka.
56. LMRB reported complications to secure interviewees. It reported that companies were generally unwilling to participate in the survey, since they were not used to research approach. It was difficult for LMRB to adapt to various culture or level of language depending on the respondents, to make respondents feel secure when faced with questions they had difficulties to understand and to secure a contact with the person who had the relevant position in the company to participate in the survey. However, it should be mentioned that the inception mission met with one company who was phone screened and had accepted to be interviewed at the time of the survey but which was eventually not interviewed. The fact that this company could meet the inception mission to Sri Lanka on short notice forces to question to some extent the efficiency of LMRB's contacts with the companies to secure the interviews.

Classification issues

57. As previously mentioned, the classification of the companies' answers in the database was directly operated by ITC. LMRB pointed out severe difficulties in using the NTM classification to order to code the information provided by the interviewees into the database. ITC had provided a one-week training for local survey experts, but the difficulties encountered were so important that a second similar training had to be undertaken. This second training was, however, also unsuccessful in solving LMRB's difficulties. In the end, the two partners established a modus operandi where LMRB was sending the registered answers as the interviewees were formulating them to ITC on a daily basis. ITC was then including the answers in the database and coding them as NTMs and POs as per the classification. Throughout this process, LMRB was in continuous discussion with ITC that guided them.
58. Part of the described difficulties by LMRB can be attributed to the fact that the survey specialists were not conversant enough in this quite technical trade matter. In addition, the delays to build the business register reportedly led to a depletion of the staff that had been trained to conduct the survey.
59. Overall, at the time of the survey in Sri Lanka, the emphasis of research was on NTMs as a generic explanation for trade obstacles with the importance of POs being somehow underestimated. This might explain why in terms of the practical use of the PO classification, the lack of written guidelines might have had consequences for the coding of the information in the database even. As previously mentioned, this classification does not contain definitions of the POs to be classified within each chapter or within each sub-branch. In addition, there are also no written guidelines on how a description referring to several procedural obstacles should be classified. In fact, it appears that the classification of POs did not follow a rational rule but rather been that it was dependent on a subjective and, in some cases, inconsistent case by case interpretation mode.
60. Instances where similar POs were classified in different manners in the database could be identified, raising concerns in a context when no additional contextual evidence was reported to sustain these choices:
 - Company "A" reported *'Many procedures to be followed in order to clear the cargo and also sometimes the customs delays the clearing process by finding unnecessary faults at the last moment'* for six products it imports. When analysing how POs have been classified for each of these six products, it appears that all were assigned to the PO 'Numerous administrative

windows/organizations involved' (A4²¹). Five of these six products were also classified under an additional PO: Four under 'Delay in administrative procedures' (D1), and one under 'Other inconsistent or arbitrary behaviour of officials' (C2).

- Company "B" reported that '*Shipping lines don't have fixed charges*' in six cases: In three cases the PO was classified under 'Unusually high fees and charges' (E1), and in three other cases under 'Other' (I1).

61. Similarly, instances could be identified where the way POs were classified might be arguable:

- As explained earlier, Company "B" reported that '*Shipping lines don't have fixed charges*' and the PO was classified under 'Unusually high fees and charges' in three cases. However, since the description does not mention that the charges were too high, but rather that these charges were not fixed, it could be questioned whether it could have been classified as 'Regulations change frequently' (B3).
- Company "C" reported that '*Manual Process in the Sri Lankan Port Authority. This causes a massive delay for them as well as so much trouble to get the product out of the port. Very inefficient process*'. This description was classified under PO 'Limited / Inappropriate facilities e.g. storage, cooling, testing, fumigation' (F1). Other cases²² related to manual procedures were identified as 'Technological constraints e.g. information and communication technologies' (F3) in the database so that, it could be questioned whether this description could have been classified as 'Technological constraints'.

62. The Programme has, however, developed an internal consultation process within MAR to discuss cases and agree on the most appropriate classification in case of doubts relative to POs, but also relative to NTMs. Discussions occur directly or through an online platform on which team members interact. The Programme has also developed the verbal advice to classify POs as per the main vector of change identified as relevant to remove the obstacles. However, to identify the vector of change, a high level of contextual knowledge is necessary. These issues will be analyzed by the evaluation of the Programme.

63. In addition, some confusion could be identified between the PO classification developed by ITC in February 2010, the PO classification presented in the report, the POs coded in the database, and the POs presented in the report. The cases of the POs 'Large number of checks' and 'Numerous administrative windows/organizations involved' on one side and 'Delays during transportation' and 'Deadlines set for completion of requirements are too short' on the other side are of particular interest. All these POs are reported in the report and in the POs classification included in Annex to the report. However, the codes for the POs 'Numerous administrative windows/organizations involved' and 'Deadlines set for completion of requirements are too short' do not appear in the database. In addition, the POs classification developed by ITC in February 2010 does not include the POs 'Large number of checks' and 'Delay during transportation'. As a result, the evaluation was not in a position to track how the analysis was conducted on the database to reach the results presented in the report for these two POs.

Coherence between the database and the report

64. Beyond the difficulties in classifying POs, the evaluation has not identified any large discrepancies between the information provided by the report and the factual examples of NTMs and related procedural obstacles reported by the companies and gathered in the database.

²¹ This description was classified as A4 in the database, which may refer to 'Numerous administrative windows/organizations involved' or to 'Large number of checks' – see the subsequent discussion on these POs.

²² Examples of such cases are: '*Import product details entry & reference system is manual & hence time consuming*', '*Computerized systems should be adopted. Currently they manually do things which could be easily done by computerization and because of this there are many delays and they cannot do these things properly*', etc.

How well do the survey and the report reflect the situation in 2010?

65. The inception mission verified whether the information provided in the database and the report was coherent with the reality faced by enterprises at the time. These checks do not pretend to be systematic nor exhaustive given the differences in the methodologies used, but rather to ascertain whether large discrepancies can be pointed out between the survey's findings and the reality at the time. As several cases can, per definition, be classified under the same NTMs and POs branch, the use of the classified NTMs and POs weakens the capacity to ascertain whether discrepancies may exist between the information provided in the database and the report, and the reality at the time. Therefore, this comparison focuses mainly on the examples identified by the survey.
66. Overall, the inception mission triangulated the information provided by the interviewees and is in a position to confirm that the information provided in the database and in the report reflected the reality in Sri Lanka in 2010. However, the mission cannot confirm the accuracy at the time of the survey of two obstacles accounted for in the database and the report. These two obstacles are (a) the requirements for some buyers exporting tea to Middle East countries to legalize export documentation through their local embassies in Sri Lanka and (b) the difficulties to benefit from some of the reimbursement schemes (TIEP).
67. In the case of the requirements for some buyers exporting tea to Middle Eastern countries to legalize export documentation through their local embassies in Sri Lanka, the inception mission was confronted to a mixed message. One TISI in the tea sector and the national body responsible for the tea sector declared that they had never heard of such requirements. Another TISI, however, confirmed that such requirements existed. Given these contradictory interview answers, it is not possible either to confirm or to refute the accuracy of the example at the time of the survey.
68. In terms of the reimbursement schemes two cases should be differentiated: the VAT refund and the TIEP scheme. The difficulties to benefit from the VAT refund were confirmed (namely, the delays to obtain the refunds), while the difficulties to benefit from the TIEP scheme at the time of the survey remained unclear. More precisely, the evaluation was not able to confirm that activating the benefit from the TIEP had ever been a concern for enterprises. Enterprises, TISIs and governmental institutions from the tea, rubber, apparel and agricultural product sectors were aligned in considering that the TIEP issue described in the report was of little relevance to their sector.

Utility of the report

69. Perceptions about the user-friendliness of the report vary according to the category of stakeholder. Policy makers, TISIs, research centers and enterprises may not have the same capacity to read, and therefore use, the report. In general terms, public and academic institutions found the report easy to understand. They are familiar with the language used and the issues developed in the document and appreciate a well-structured document with clear charts and tables. On the other hand, TISIs and enterprises found the report difficult to understand. This suggests that the report is more targeted at the needs of Governmental and university professionals than at those of business practitioners. Since the business sector is the primary beneficiary from removing the NTM-related obstacles, special attention should be paid to the issue of user-friendliness from the business sector perspective, including TISIs.
70. Concerning the content of the report itself, its conclusions and its recommendations, stakeholders considered them as too vague and too general. They noted that often the identified NTMs and POs were already known, but what was missing was an analysis of their context and sources. The general opinion was that the report should include explanatory examples and case studies, should be more product-specific, and that recommendations should be more precise and operational. It appears that this need for examples and case studies reflects a lack of analysis of the context of the NTMs presented, of their origins, and of the institutions involved. Lacking an analysis of the causes and context of the obstacles, the report missed, as a consequence, instrumental recommendations determining precisely the necessary changes to fix the problems and the path to do so, domestically, as well as with external partners.

71. Although the quantitative approach of the survey was valued, relying exclusively on a quantitative approach has its limits as it is unclear what the concrete problems behind the classification are. One of the consequences is that while the report presents the classified NTMs and POs encountered by the companies within Sri Lanka per institutions in which the obstacles are faced, this mainly quantitative analysis did not per se empower stakeholders to take action.
72. Policy makers and TISIs also noted that the sectors that had been aggregated in the report were not necessarily the most relevant for the country. More precisely, they pointed out that the information in the report should be more granular when a product is of particular importance to the country. A TISI, for example, explained that given the importance of rubber in Sri Lankan exports, this product should not have been included in a section with other products, but analyzed in a dedicated section.
73. Although some of the recommendations put forward by the stakeholders during the workshop were effectively introduced in the report, others are not present in the report. To the contrary, some of the recommendations present in the report are hazier and *less actionable* than those in the workshop's minutes. For example:
 - The report does not mention the recommendation that *'Customs could come up with a 'pre classification' of goods to provide correct information to exporters/importers, especially with a view to helping and educating SMEs exporters'*. Instead, it addresses the business complaint about customs officials being inconsistent when classifying goods by stating that: *'further effort in the direction of improved customs infrastructure, simplified documentation and capacity building of officials is likely to facilitate trade'* (p.79),
 - Similarly, it does not mention the suggestion that electronic Certificates of Origin could be introduced and that *'talks should be initiated with Partner countries to accept electronic Certificates of Origin'*. Instead, it mentions that to facilitate the obtaining of the certificate of origin, *'Efforts should be made to increase efficiency and cut lead times in the respective institutions'* (p.78).

Concerns on the dissemination of the report

74. Out of ITC's three main partners in Sri Lanka (DoC, LMRB, and IPS), only DoC had clearly received the report from ITC. 30 hard copies were sent to DoC under the assumption that it would disseminate the report to other institutions. LMRB did not receive the report. It does not appear that IPS received the report either, although one staff member had found it through his own research online.
75. Out of the other stakeholders interviewed during the mission, none had received the report from ITC. Some public institutions had, however, received sections relative to their sector or the entire report from DoC as previously mentioned. It does not appear, however, that DoC systematically distributed the report as expected by ITC.
76. Concerning the private sector, the link to the report was sent via email to all the companies who provided their email addresses during the face-to-face interviews. This approach can be partly explained by the performance indicator used by MAR which counts the number of publications downloaded from its website to report on its activities. There is no evidence, however, that this enables any follow-up with local stakeholders. Furthermore, stakeholders were also unanimous during the inception mission in preferring receiving hard copies rather than soft copies of the report, and, in the case of soft copies, in preferring receiving the report attached to the email than to have to follow a link to download it.
77. A second workshop or a launching event held once the reports are published in order to publicly launch and disseminate them in the country may be likely to improve the awareness and ownership over the Programme.

Results attributable to ITC

78. The Programme had a direct impact in terms of the knowledge generated on NTMs and related procedural obstacles solely on ITC's immediate partners at the time of the survey. As a direct beneficiary of the Programme, LMRB was indeed trained on NTM related issues which it was not familiar with before its collaboration with ITC. The experience and knowledge acquired, as well as the database and the business register, helped the company to do a survey on the FTA with India which was led by the Indian think tank Research and Information System for Developing Countries (RIS)²³. The limits of this result will be mentioned in the following Sustainability Section.
79. The survey and the report allowed raising DoC's awareness and knowledge about NTMs and the NTMs classification, which was a new topic at the time and was therefore little known. The other interviewees (policy makers, TISIs and enterprises) did not know or remember about the survey. Although they were familiar with the concept of NTMs, the inception mission could not establish any direct causality link with the NTM Programme.
80. The Programme had an indirect impact on some governmental bodies through DoC. DoC successfully exploited the opportunity offered by the report and the matrix of obstacles per institutions developed thereafter. It used the NTM Programme to increase the overall level of awareness of the different agencies involved on NTMs-related issues. It can be noted that it is a matrix-enriched NTM report which was the necessary platform to enable indirect impact.
81. The inception mission also gathered evidence that the Programme had an indirect impact on professionals specialized in research issues and on policy makers initially unforeseen as playing a role on NTM-related issues. The inception mission could establish that in several instances, these professionals had accessed the report through their own initiative.
82. In terms of addressing SPS-related obstacles, ITC was successful in supporting the development of the STDF Grant Application and implementing the project.

Sri Lankan improvements on procedural obstacles

83. Some of the obstacles identified in the survey were still present, or partially present, in Sri Lanka at the time of the inception mission. These obstacles include for example: the lack of testing facilities, the lack of recognition of the national certificates, strict technical requirements (such as the level of moisture content in tea), and inconsistencies in the classification of products. On the other hand, positive developments were also observed such as: the improvement of the port facilities, the extension of the use of electronic data at the customs, the improvement of the inspection conditions and the existence of public-private platforms to identify and address NTMs. Three of the aforementioned examples are detailed thereafter²⁴.

Extension of the use of electronic data at the Customs

84. At the time of the survey, exporters from the agricultural sector and the clothing sector were vocal in requesting an increased automation of the customs procedures. They were explaining that the customs' Electronic Data Interchange system (EDI) was not fully implemented. Exporters complained about the numbers of paper-format documents required by the customs process and about the time-burden resulting from manual processing of these documents.
85. During the inception mission, there was consensus among almost all stakeholders confirming that since 2010 there had been considerable improvements in the automation of the customs' EDI system²⁵. The

²³ Asian Development Bank (2013), 'Deepening Economic Cooperation between India and Sri Lanka' (<http://www.adb.org/sites/default/files/publication/30416/deepening-economic-cooperation-india-sri-lanka.pdf>)

²⁴ It is important to take into account that the NTM Programme was implemented in Sri Lanka shortly after the end of the 26 years long civil war. At the time of the inception mission, the country had been at peace for several years.

²⁵ The full automation of the customs system was still underway at the time of the inception mission and was foreseen to be completed by early 2016.

customs itself, but also a wide variety of stakeholders (TISIs from various sectors (tea, rubber, chambers of commerce) and a research institute), agree in considering that the logistics at the customs has improved considerably and that processes are now almost fully computerized for exports and imports.

86. Some TISIs, nonetheless still pointed out that some manual procedures remained and that the system stopped several times a day. New issues were also pointed out. A TISI noted that the requirements of the electronic system had been changing through time with the migration from Asycuda ++ to Asycuda World. The same TISI also noted that two electronic systems exist in parallel causing some duplication of submissions: the Asycuda system and the Cargo Tracking System (CTS) developed by the International Custom Organization.
87. Nevertheless, with the improvement of the automation of the customs processes, the Government is now in a position to support a Single Window Project under which a unique system would encompass all the institutions involved in the export and import processes.
88. Although the need to increase the automation of the Customs' system was identified in the report and although these positive developments took place after the completion of the survey, it was not possible to gather any evidence that the NTM Programme played any role in these changes.

Improvement of the inspection conditions

89. At the time of the survey, agricultural exporters pointed out that export inspection processes were very time consuming and likely to damage the goods. The goods were submitted to a large number of checks and the facilities in which the inspections were undertaken were reported as limited or inappropriate. Concerning airfreight, there were three successive inspections taking place at the time of the survey: the Airforce security inspection, the quarantine department inspection and the customs inspection. All cargos were systematically opened at the Airforce inspection due to security concerns related to the armed conflict in the country. This was carried out in open air, allowing water, dust and insects to get inside the cargo, which was also not handled appropriately. The cargo was opened again at the customs inspection and insects could again get in.
90. Although these three inspections still currently exist in terms of airfreight, they are no longer carried out on the entire cargo and the conditions in which they are done have improved. Concerning agricultural products, the plant quarantine inspection and the security inspection are done at the same facility. Only a sample of the cargo is opened. The size of the sample is determined by objective criteria such as the pests examined, and the requirements of the importing country. In addition, a new system has been introduced in recent times in which reliable exporters can register their products and obtain a sticker for their cargo which prevents it from being opened for the security inspection. The customs inspection will also check solely a sample of the cargo²⁶. In all cases, the sampling method is now random. The samples may, nonetheless, be different from the samples checked by the aforementioned inspections.
91. The conditions of inspections have also improved for imported cargos. During the war, the customs were asked to inspect 100% of the cargos imported. Although this regulation still remains today, its implementation has been softened²⁷. The conditions under which the inspections are conducted have also improved. At present, these inspections are done inside a dedicated room with the appropriate facilities. Nonetheless, a company noted that there were still some complaints that cargos were not repacked properly.
92. Although the overall inspection process has clearly improved, there is no clear evidence of a causal link existing between the activities of the NTM Programme and this improvement. The inception mission also gathered converging anecdotal evidence that the current ITC project "Improving safety and quality of the Sri Lanka fruits & vegetables" is positively contributing to address NTM-related concerns in the fruits &

²⁶ Opinions, however, diverged concerning the size of that sample (5% according to the Customs vs 10% and even 30-40% according to other interviewees).

²⁷ When the risk is low, the cargos are still opened but are closed immediately. An Apparel TISI noted that imported cargos were not still checked randomly and that scanners should be used systematically. However, a Rubber TISI noted that the use of the X ray system at the Customs reduced the number of samples taken since 2009, as that it also allowed addressing security requirements while handling cargos.

vegetables sector. However, the perception of the stakeholders is that the main reasons behind the streamlining of the inspections is attributable to the end of the war and to the lobbying activities deployed by TISIs with the Airport Authorities.

Public-private platforms to identify and address NTM-related trade barriers

93. One of the report's recommendations was to create a national committee that could define priorities and actions to be taken on NTMs-related obstacles²⁸. Although a National Committee on Trade Facilitation²⁹ (NCTF) was established in June 2014, its creation is not a result of the survey but of the WTO Agreement on Trade Facilitation signed in Bali in December 2013 (Article 13-2).
94. In the same vein, Sri Lanka combines two Government-led Forums where business people can voice their concerns related to the obstacles they face to trade. The first is the 'Exporters Forum', which has been organized by the Export Development Board (EDB), while the second is the 'Ease of Doing Business Forum' which was launched in June 2015 by the Ministry of Finance under the Department of Trade and Investment Policy, within the Directorate of Economic Affairs. So far, the two systems exist in parallel, the 'Ease of Doing Business Forum' is based on an online platform and periodical events, the 'Exporters Forum' on the organization of periodical events³⁰.
- The 'Exporters Forum'³¹ is a platform where exporters and some importers (who imports raw material for processing and re-export) can present the problems they face. It focuses solely on internal issues, that is, it does not deal with NTMs related issues occurring with Sri Lanka's partner countries. EDB launches calls for the exporters and importers to express their queries and their proposals ahead of the forum through newspapers, information to the chambers, and direct contact with the companies. It then invites the public institutions concerned to participate to the forum, and facilitates the resolution of the queries supporting the mediation with the relevant information.
 - The 'Ease of Doing Business' distinguishes itself from the 'Exporters Forum' as it allows any investor (national or international), rather than solely importers and exporters, to raise their queries. As the previous forum, it focuses solely on internal issues, that is, it does not deal with NTMs related issues occurring with Sri Lanka's partner countries. Investors have the possibility to post a query on the online platform. According to the directorate of Economic Affairs, 75 government institutions are linked to the platform, so that when a query is posted, it goes directly to the Department indicated as responsible. Part of the queries can be resolved online. In addition to this platform, the Directorate of Economic Affairs also uses the TISI channel to gather company queries. According to the directorate of Economic Affairs, a network of 13 chambers is invited to gather the queries of their affiliated companies and convey them to the Directorate prior to the organization of a forum. The companies then personally raise the issues at the Forum, where the Government Institutions and the media are present.³²
95. At present, the existence of these two public-private platforms seems to maximize the reach that the forum approach may have. In terms of business sector needs, the success of the 'Ease of Doing Business Forum', which combines the trade and the investment perspectives, might indicate that these two

²⁸ The report noted that this committee could consist of officials from the Ministry of Commerce, Ministry of Finance and Planning, Plantations Ministry, SLSI, EDB, the Sri Lanka Tea Board, the Central Bank and business stakeholders, possibly led by the Chamber of Commerce.

²⁹ The NCTF first comprised 9 members: the Director General of Customs (who was elected as chairperson of the committee), the Director General of Commerce, the Director General of the Department of Trade and Investment Policy from the Ministry of Finance, the Director General of the Health Services, the Director General of the Department of Agriculture, the Director General of the Sri Lanka Standard Institution (SLSI), the Controller General of the Import & Export Control Department, the Controller of the Exchange Control Department, and the Chairman of the Sri Lanka Ports Authority. The Ceylon Chamber of Commerce was subsequently also made a member.

³⁰ In addition to organizing these events, EDB is currently working on the development of an online system.

³¹ There have been seven forums under the brand 'Exporters Forum', which have been organized on a quarterly basis. According to the EDB, the last forum took place in November 2015. Stakeholders consulted during the inception mission, however, indicated that the 'Exporters Forum' had not been active in recent months.

³² Five 'Ease of Doing Business' took place since June 2015.

dimensions are increasingly interrelated³³. However, none of these platforms addresses the issue of NTM-related trade barriers faced by Sri Lankan exporters when accessing to foreign markets, which is contrasting with the needs expressed by policy makers with respect to these issues.

96. As previously, it was not possible to identify any link between the activities of the NTM Programme and these two forums. Despite the matters being strongly related, the Director in charge of the 'Exporters forum' was not aware of the survey and did not use the NTM report. The Director in charge of the 'Ease of doing Business Forum' had found the report on her own initiative in the archive of the Central Bank.

Sustainability mostly limited to direct beneficiaries

97. There is no evidence that the Programme had developed an explicit Programme strategy on sustainability. Sustainability prospects of the benefits generated by the Programme in Sri Lanka nevertheless can be identified. They are, however, mixed in various circumstances.

98. Concerning the first component of the Programme Plan, sustainability appears limited in Sri Lanka as the interviewees massively do not know about the Market Access Map.

99. DoC is certainly the stakeholder has been the most able to build good ownership over NTM-related issues. The increased awareness and knowledge of DoC about NTMs and the NTMs classification have continued through time, and have been used in trade negotiations. DoC needs to develop this expertise further and would like to access similar surveys for other countries and for services. From a domestic perspective, DoC is interested in seeing the survey being repeated now to allow the monitoring of the changes made, in the context of its need to monitor the implementation of the Sri Lankan commitments in the context of the WTO Trade Facilitation Agreement.

100. LMRB was indeed trained on NTM related issues and used the knowledge acquired to conduct a survey on the FTA between Sri Lanka and India afterwards. However, LMRB does not wish to undertake similar work again in the future. The company defines itself as a market research company working for the commercial sector and does not see sufficient growth prospects in "social science" surveys in Sri Lanka. If presented with the opportunity to conduct another NTM survey, it is likely that it will decline the opportunity. This situation raises the question of the sustainability to invest in a company specialized in commercial surveys.

101. Concerning other stakeholders, the sustainability prospects of the survey in Sri Lanka are mixed. From broad perspective, they are jeopardized by the fact that stakeholders massively did not know or did not remember about the survey, the workshop and the report. More efforts on a strengthened dissemination of the findings of the survey and the report is a *sine qua non* for increasing the Programme's sustainability prospects.

102. Part of the explanation relies within the Programme's design. At this early stage, the NTM Programme focused on the production of the survey and on the drafting of the report. The involvement of each category of stakeholders was strictly defined throughout the survey process. The fragmentation and separation of tasks did partly undermine the impact and the sustainability of the Programme:

- Enterprises participated in the production process through face-to-face interviews conducted by LMRB. They, however, did not see their knowledge on NTMs increased through this exercise, since they were solely requested to answer to questions on the obstacles they faced.
- A series of public institutions and TISs were interviewed in additional open-ended interviews by Columbia University students. Although IPS supported the exercise, the recourse to foreign students is unlikely to maximize the sustainability of the exercise.

³³ This trend towards considering trade and investment within a cohesive system seems confirmed by the undergoing large governmental changes in Sri Lanka. A new government had been elected in January 2015 leading to several Ministerial changes throughout the year 2015. Two Ministries are prominent in trade-related matters: the Ministry of Industry and Commerce and the newly created Ministry of Development Strategies and International Trade. In terms of ITC's main counterparts, the Ministry of Industry and Commerce previously included both the Department of Commerce (DoC) and the Export Development Board (EDB). While DoC remained under the Ministry of Industry and Commerce, EDB became part of the Ministry of Development Strategies and International Trade. The Board of Investment (BOI) also was included within the latter.

- Although a series of public institutions and TISIs participated and commented on the survey results during the stakeholders' workshop, it was not sufficient to ensure ownership at the local level. It seems indispensable to invest more in contextualizing better the trade barriers identified by the companies, with a more important involvement of stakeholders to ensure learning and ownership.

103. The sustainability potential of the Programme in Sri Lanka may have been increased with an approach more open to addressing the needs and opportunities of various stakeholders. For example:

- No trainings on NTMs were undertaken with any other stakeholders than the company specialized in commercial surveys.
- No follow up activities were planned after the stakeholders' workshop or after the publication of the report.
- Although the database that was built as the result of the survey could have been used to extract additional information and to conduct further analysis, it was not shared with local stakeholders and no local stakeholder was approached to play a follow up role.
- Some of those government institutions that participated in the follow up initiative conducted by the DoC would have benefited from being actively involved in the NTM Programme process. For example, one operational public institution reported that when it received the request from DoC to comment on the matrix of obstacles, it perceived this as strictly technical information to be answered to. It did not understand the potential role that such information could play to alleviate the obstacles identified.
- The difficulties from the surveying companies to secure interviews may be explained by a lack of awareness from the companies of the impact that their answers might have had. An initial step to the survey likely to increase its impact and sustainability could be to first gather the enterprises through the chambers of commerce and to explain the purpose and potential impact of the survey.
- There is a series of research institutes in Sri Lanka that are knowledgeable and competent in NTMs related issues and in research. ITC's strengthened cooperation with these research institutes may strengthen the sustainability of the Programme and follow up at the local level.

Good performance on gender dimension

104. The NTM Programme's design in itself did not include a gender specific agenda. However, the Programme shares the same MOUs with DFID as the Women and Trade Programme. Questions related to gender were included in the surveys in 2010 as a standard component of the phone screens after a request by the Women and Trade Programme. These questions referred to women's participation in the labour force and to the company's female ownership or female management³⁴. The Programme has cooperated with the Women and Trade Programme, by publishing 12 internal short country documents, which focus on the representation of women among the workforce of exporting companies and in the management of exporting companies.

105. Gender issues were effectively incorporated in the questionnaires for the phone screens in Sri Lanka, and in the subsequent database of the Phone Screens' Responses. The internal document "Women and Trade in Sri Lanka: Female labour involvement in exporting companies" produced in September 2011 (and updated in January 2014) for the Women and Trade Programme, analyses these questions for exporting companies, per company size, per main export sector, and per company location.

³⁴ According to the internal document: International Trade Centre (September, 2011), 'Women and Trade in Sri Lanka: Female labour involvement in exporting companies'

Annex 7: Inception Country Report for Côte d'Ivoire (in French)

Liste des acronymes

BIVAC	Bureau of Inspection, Valuation, Assessment and Control (Bureau Veritas)
BNEDT	Bureau National d'Etudes Techniques et de Développement
CCESP	Comité de Concertation Etat / Secteur Privé
CCI-CI	Chambre de Commerce et d'Industrie de Côte d'Ivoire
CEDEAO	Communauté Economique des Etats de l'Afrique de l'Ouest
CNSOC	Comité National de Suivi des Obstacles au Commerce
GUCE	Guichet Unique du Commerce Extérieur
IACI	Institution d'appui au commerce et à l'investissement
MAOC	Mécanisme d'Alerte sur les Obstacles au Commerce
MNT	Mesures Non Tarifaire
OCOD	Observatoire de la Célérité des Opérations de Dédouanement
PACIR	Programme d'Appui au Commerce et à l'Intégration Régionale
SNE	Stratégie Nationale d'Exportations
TIC	Technologies de l'Information et de la Communication
UEMOA	Union Economique et Monétaire Ouest-Africaine

Contexte et méthodologie

1. Dans le cadre de l'évaluation du Programme sur les Mesures Non Tarifaires (MNTs), une mission d'évaluation préliminaire s'est tenue en Côte d'Ivoire du 30 mars au 6 avril 2016. Cette mission avait pour but de recueillir des informations à même de compléter les informations recueillies précédemment au Sri Lanka et de permettre le développement de la méthodologie à suivre pour l'Evaluation du Programme dans son ensemble.
2. La collecte d'informations portait non seulement sur l'enquête MNTs elle-même, mais aussi sur le Mécanisme d'Alerte sur les Obstacles au Commerce (MAOC), que le programme a mis en place pour la première fois en Côte d'Ivoire à la suite de l'enquête MNTs.
3. La mission a débuté par la participation à la Réunion du Comité National de Suivi des Obstacles au Commerce (CNSOC) – qui est le Comité en charge du suivi du MAOC, organisée le 31 mars 2016. Les principales institutions interviewées sont les suivantes :
 - Etaient présentes à la réunion du CNSOC, 9 institutions gouvernementales, 4 TISIs et le BNEDT (Bureau National d'Etudes Techniques et de Développement - entreprise qui a conduit l'enquête).
 - Les membres de l'Observatoire de la Célérité des Opérations de Dédouanement (OCOD) lors de la réunion de l'Observatoire du 5 Avril 2016.
 - Etaient présentes à la réunion de l'OCOD, les Douanes et 6 TISIs.
 - La mission a également rencontré un total de 15 institutions en entretiens individuels. Parmi ces 15 institutions, sont à dénombrer 5 institutions gouvernementales, 6 TISIs (4 semi public-privé et 2 du secteur privé), 2 entreprises, le BNEDT et le représentant national de l'ITC au cours du Programme PACIR.
4. La liste complète des institutions et personnes rencontrées est présentée dans l'Annexe A de cette note. Cette note pays est basée sur les informations recueillies lors de l'ensemble de ces entretiens.

L'enquête sur les Mesures non-tarifaires

Une enquête de qualité

5. L'enquête apparaît être de bonne qualité. Les principaux obstacles au commerce relevés par l'enquête ont été confirmés par les acteurs rencontrés comme étant les obstacles qui existaient à l'époque où l'enquête a été menée. Les obstacles suivant ont notamment été confirmés :
 - les obstacles relatifs aux certificats d'origine,
 - les restrictions quantitatives mises en place par certains pays (telle la loi BAN au Nigéria), et
 - les obstacles relatifs à la certification de la qualité des produits.
6. L'entreprise qui a conduit l'enquête est reconnue par les acteurs rencontrés comme une institution de qualité qui était à même de réaliser le travail.
7. Certains acteurs ont néanmoins noté des points qui pourraient être améliorés. Un rapport plus court aurait été apprécié par certains acteurs qui pensent que cela aurait pu faciliter sa compréhension et son utilisation par des entreprises. Une institution a également noté qu'il aurait été intéressant de réaliser une seconde restitution une fois les recommandations finales établies afin d'assurer un meilleur suivi et appropriation des recommandations du rapport. En effet, le sentiment exprimé par cette institution est qu'après l'atelier de restitution des résultats préliminaires, les acteurs avaient "pris acte et étaient passés à autre chose".

L'atelier de restitution confirme le besoin de cohérence des étapes du programme pour une bonne appropriation au niveau local

8. Les entretiens ont mis en avant que lors de l'atelier de restitution les institutions publiques ont été surprises des résultats préliminaires présentés et ont mis en avant qu'elles étaient accusées de problèmes qui ne relevaient pas de leur ressort et que les entreprises manquaient de connaissance sur le rôle des différentes institutions.
9. Le programme a su réagir de façon adéquate à ces critiques :
 - En effet, l'ITC a mandaté le BNEDT de compléter les informations et analyses, par des entretiens semi directifs auprès des institutions concernées. Ces entretiens ont été perçus par les contreparties locales comme une réponse positive qui a permis de rectifier les conclusions préliminaires présentées.
 - Les institutions identifiées comme responsables dans la matrice des recommandations formulées dans le rapport préliminaire discuté lors de l'atelier de restitution, ont été modifiées lors de la rédaction du rapport final. Ceci indique que ces discussions ont été prises en compte lors de l'analyse finale.
10. Toutefois, le déroulement normal de l'enquête appellerait un travail plus approfondi avec les contreparties :
 - Ces entretiens auraient dû être organisés avant l'atelier de restitution et plus ciblés par catégories de MNT avec toutes les agences responsables pour chaque secteur en particulier. Ceci aurait pu significativement augmenter le niveau d'appropriation des résultats présentés.
 - De la même façon, il conviendrait que l'ordre du jour de l'atelier de restitution soit suffisamment centré sur les questions MNT pour permettre un travail approfondi et bien informé avec les agences responsables. Les contreparties ont indiqué que ceci n'a malheureusement pas été le cas en Côte d'Ivoire où l'ordre du jour a dû être partagé pour moitié avec une autre session de l'ITC portant sur les questions juridiques afférentes à l'intégration régionale dans le cadre de l'UEMOA.

Une diffusion tardive et limitée

11. En Côte d'Ivoire, l'enquête a été menée entre mai et août 2012. Néanmoins, le rapport final a été publié en mai 2014, avec près d'un écart de deux ans entre les deux. L'évaluation n'a pas reçu une explication satisfaisante pour ce retard.
12. Un manque dans la diffusion du rapport apparaît, et ce, même au niveau des partenaires principaux de l'ITC. Si la Chambre de Commerce (CCI-CI) confirme avoir reçu le rapport final, l'ensemble des Directeurs et départements du Ministère du Commerce impliqués dans l'enquête n'ont pas reçu le rapport final de manière certaine. Il n'apparaît pas non plus certain que le BNEDT ait reçu le rapport final. Le même doute est vérifié pour le Ministère de l'intégration. Les autres institutions présentes à l'atelier, y compris les institutions auxquelles ITC avait demandé un soutien au début de l'enquête (par exemple de partager des bases de données d'entreprises), n'ont pas reçu le rapport final.
13. Cette constatation au sujet des déficiences dans la production et la distribution du rapport final est cohérente avec les observations de la mission précédente au Sri Lanka. Ceci semble indiquer que le programme MNT ne considère pas le rapport final comme un produit essentiel du programme. Cette question devra être pleinement examinée lors de la suite de l'évaluation.

Un impact vérifié au niveau de la connaissance et de la prise de conscience des MNTs

14. Il apparaît clairement que l'entreprise qui a conduit l'enquête a vu son niveau de connaissance et de compréhension des obstacles non tarifaires croître grâce à l'enquête, et ce particulièrement en ce qui concerne la classification des obstacles. Ceci est démontré par le fait qu'elle a par la suite, conduit des travaux sur les obstacles aux échanges commerciaux au sein de la CEDEAO pour lesquels elle a utilisé les acquis de l'enquête.
15. L'enquête a de plus, permis d'éveiller la conscience des décideurs politiques et des TISIs à la question des obstacles non tarifaires dans un contexte où cette question n'avait jamais été abordée auparavant.

Une influence en demi-teinte sur l'évolution des MNTs

16. Plusieurs points d'amélioration sur les obstacles au commerce ont été notés par les acteurs rencontrés. Dans un cas, on peut établir un certain niveau de causalité entre les activités de l'ITC et le progrès enregistré. En effet, en ce qui concerne la certification de la qualité des produits, les progrès sont en partie dus au programme PACIR qui a permis le rééquipement et l'accréditation des laboratoires.
17. Dans d'autres cas, il est peut-être possible que le programme ait contribué aux progrès constatés, bien que la mission n'ait pas été en mesure d'établir un lien de causalité avec l'étude entreprise par l'ITC :
 - L'administration des activités d'évaluation de la valeur des produits semble s'être nettement améliorée. Webb Fontaine a repris les activités du BIVAC qui était perçu comme non performant. Cependant ce constat ne rencontre pas une totale unanimité. En effet, Webb Fontaine est perçue positivement par certains acteurs, et négativement par d'autres. Ceux-ci se plaignent d'une augmentation des coûts depuis sa prise d'activité et du manque de qualification de la structure.
 - Le Ministère a revu les régulations en lien avec les licences d'importation en 2015, ce qui a amélioré la situation.
18. D'autres obstacles n'ont quant à eux, pas évolué depuis 2012. Ainsi, il a été rapporté que :
 - Les problèmes liés aux certificats d'origine existent toujours, même si l'UEMOA et la CEDEAO ont tous deux déjà été saisis.
 - Les restrictions quantitatives avec le Nigéria, mais aussi avec le Sénégal, existent toujours.
 - Pour l'instant, le Guichet Unique du Commerce Extérieur (GUCE) est toujours en train d'être mis en place. Au cours de cette mise en place, le Ministère du Commerce a établi des benchmarks de temps et de coûts des processus d'exportation et d'importation, et souhaite ainsi diminuer les temps et coûts constatés.
 - Aujourd'hui, un problème important de manque d'information et de formation des entreprises et des administrations au sujet des MNT continue à être rapporté. Ceci est un sujet d'inquiétude étant donné que l'information et la formation des entreprises et des administrations au sujet des MNT sont un objectif du projet MAOC mis en œuvre par l'ITC.

Facteurs ayant pu limiter l'impact de l'enquête

19. L'évolution des MNTs depuis 2012 peut, au moins dans une certaine mesure, avoir été facilitée par la prise de conscience des obstacles non tarifaires au commerce permise par l'enquête. Cela dit, étant donné la publication tardive des résultats finaux de l'enquête, le manque de diffusion des résultats finaux de l'enquête et la réaction des institutions lors de l'atelier de restitution, il apparaît difficile d'établir un lien direct entre les mesures entreprises et l'enquête elle-même.

20. De plus, il est important de souligner que le MAOC a été présenté aux autorités locales dès le lendemain de la présentation des résultats de l'enquête. Certaines institutions savaient que le MAOC était prévu dans le PACIR alors que d'autres, ont été surprises lors de la présentation de ce mécanisme. L'enquête a été comprise comme un levier faisant prendre conscience des obstacles non tarifaires et permettant aux entreprises de s'exprimer sur les obstacles qu'elles rencontraient.
21. Dans ce contexte, le MAOC a été perçu par certaines institutions comme l'une des solutions proposées pour pallier aux MNTs identifiées. La question se pose de savoir si la présentation du MAOC en parallèle des résultats préliminaires de l'enquête n'a pas occulté ces derniers, c'est à dire si l'attention ne s'est pas portée uniquement sur le développement de cet outil, et non également sur les résultats présentés et solutions à envisager.

Le Mécanisme d'alerte sur les Obstacles commerciaux

Objectifs, fonctionnement et utilité

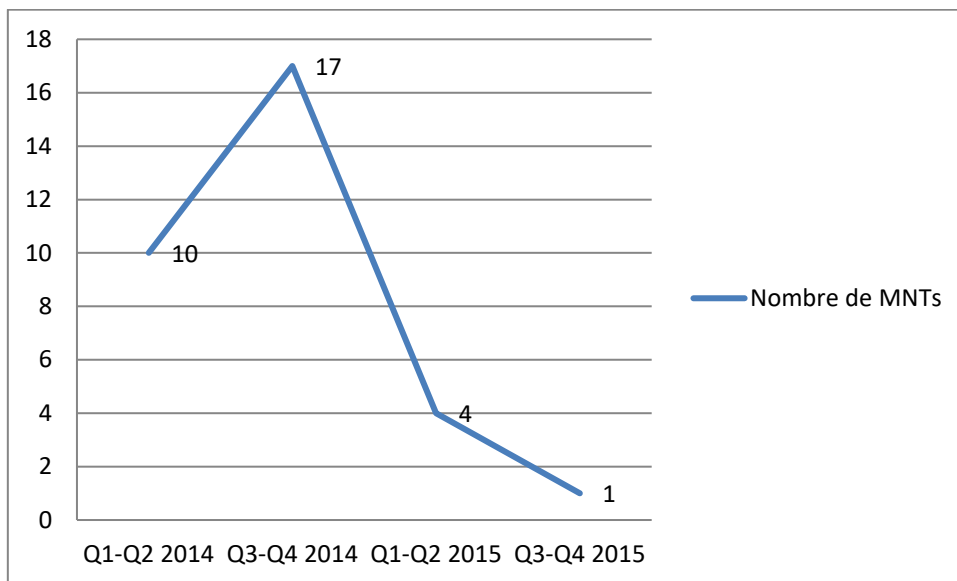
22. Le Mécanisme d'alerte sur les Obstacles commerciaux (MAOC) se compose d'une plate-forme basée sur le Web et un réseau institutionnel. Il est conçu pour faciliter l'identification et l'élimination des obstacles au commerce. Les entreprises impliquées dans les opérations commerciales peuvent l'utiliser pour signaler sur la plate-forme, les obstacles auxquels elles sont confrontées dans leurs activités d'exportation ou d'importation. Ces obstacles sont ensuite transmis à l'institution responsable chargée de les traiter.
23. Le MAOC a été officiellement lancé en mai 2014. Jusqu'à aujourd'hui, deux pays se sont rattachés à ce système. Il s'agit de la Côte d'Ivoire et de Maurice. Au niveau de l'architecture technique du système, la plateforme a été développée et est gérée par l'ITC à Genève, qui en assure le financement et la maintenance. Les sites nationaux sont reliés à ce système central. Il est à noter que le développement de l'ensemble du système MAOC (les fonctions centralisées et la plateforme nationale ivoirienne) a été développé en même temps que de la mise en œuvre du MAOC en Côte d'Ivoire.
24. Pour ce qui est du système institutionnel en Côte d'Ivoire, le mécanisme est supervisé par le CNSOC (Comité National de Suivi des obstacles Au Commerce). Le CNSOC est présidé par le Ministère du Commerce de la Côte d'Ivoire. Il réunit les agences intéressées dans le domaine des MNT. Cette répartition des tâches a été finalement confirmée en janvier 2016 avec la signature du Protocole interministériel d'accord sur le CNSOC par l'ensemble des agences compétentes.
25. Au niveau opérationnel, le MAOC est administré par la CCI-CI (Chambre de Commerce et d'Industrie de Côte d'Ivoire) qui en est le point focal national. Cette dernière reçoit les alertes des entreprises, les analyse et valide les obstacles et les communique aux organismes responsables. Elle est aussi chargée des activités de promotion du système auprès des entreprises et de la formation de celles-ci pour l'utilisation du système et a reçu de l'assistance technique de l'ITC pour ce faire. Il est à noter que la CCI-CI a pendant les deux dernières années, alloué des moyens humains suffisants à la bonne gestion du MAOC.
26. Au sein de chacune de ces agences compétentes, un point focal est désigné. Il est chargé de coordonner la résolution des obstacles communiqués par les entreprises au moyen du MAOC à l'interne. Il fait ensuite rapport à la CCI-CI. Lorsqu'un obstacle ne peut être résolu, il doit être discuté par les membres du CNSOC.

27. Les contreparties ivoiriennes ont estimé que cet outil peut apporter une valeur ajoutée pour plusieurs raisons:

- Le caractère transparent du MAOC permet d'actualiser les problèmes rencontrés et de communiquer tous les obstacles à l'ensemble des agences gouvernementales et paraétatiques concernées.
- Le fait de savoir qu'il existe une plateforme où les entreprises peuvent rapporter les obstacles qu'elles rencontrent est également perçu comme un facteur pouvant inciter les Ministères à augmenter leur efficacité.
- L'anonymat permis par la plateforme est mis en avant comme étant un avantage pour permettre aux entreprises de s'exprimer librement.
- L'outil rend les échanges d'informations plus fluides et plus rapides, dans un contexte où le manque d'information peut constituer un obstacle dans les échanges.
- Le MAOC permet de rapporter des obstacles qui ont lieu non seulement en Côte d'Ivoire, mais aussi avec les pays partenaires ; le Ministère des affaires étrangères et le Ministère de l'Intégration faisant partie des points focaux.

Le MAOC est pour le moment sous-utilisé

28. Malheureusement, ce potentiel n'a jusqu'à maintenant pas été rempli car l'usage du MAOC reste limité. Le nombre d'obstacles soumis à la plate-forme a atteint le sommet dans le deuxième semestre 2014, mais a diminué rapidement par la suite (comme indiqué ci-dessous dans le graphique 1). Le dernier obstacle validé visible sur le site remonte à Novembre 2015.



Graphique 1: Nombre de MNTs signalées

29. De plus le niveau de résolution des obstacles est aussi bas. Sur 51 obstacles rapportés depuis son lancement en 2014,

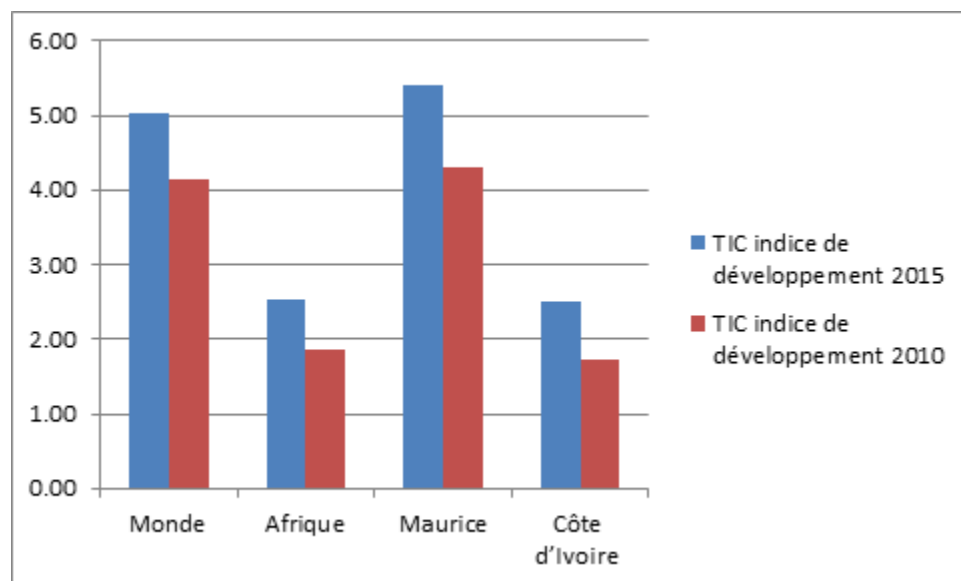
- 31% sont en cours de validation (ce qui signifie qu'ils n'ont pas encore été validés par la Chambre de Commerce et ne sont pas visibles par les institutions concernées),
- 53% sont en cours de résolution (ce qui signifie qu'ils ont été transmis aux institutions concernées, mais ce qui ne fournit pas d'information quant au fait qu'ils soient effectivement en cours de résolution ou non),
- 10% ont été résolus, et
- 6% n'ont pas été validés.

La question de l'efficacité des formations sur le MAOC

30. Les besoins en formation pour l'utilisation du MAOC sont multiples. Il convient en premier de veiller à ce que le point focal national (la CCI-CI) soit à même de savoir analyser les alertes soumises par les entreprises. La CCI-CI note avoir besoin d'un certain nombre d'informations sur les obstacles rapportés (où, quand, comment, type d'obstacle) afin d'en vérifier la véracité. Si l'utilisateur ne donne pas suffisamment d'informations, alors la CCI-CI ne peut pas valider l'obstacle. Cependant, l'opérateur n'a pas toujours en sa possession toutes les informations nécessaires. Il est donc important de former la CCI-CI par exemple dans le domaine de la classification des obstacles afin d'identifier les éventuelles erreurs des entreprises. A ce propos, la CCI-CI a indiqué que la formation et l'appui de l'ITC pour gérer les problèmes de gestion de l'information sur la plateforme était efficace.
31. Mais les besoins de formation pour les entreprises sont encore plus importants. Afin de valider les obstacles, la CCI-CI demande aux entreprises de fournir des documents attestant des obstacles qu'elles rapportent. Il peut être difficile pour les entreprises de répondre à cette demande pour plusieurs raisons:
- les entreprises peuvent ne pas avoir de tels documents à leur disposition,
 - les entreprises peuvent être peu enclines à fournir de tels documents car cela mettrait fin à leur anonymat,
 - le site ne peut recevoir que des pièces jointes d'une taille inférieure à 4Mo, de telle sorte que si les documents sont d'une taille supérieure, ils ne peuvent pas être joints,
 - enfin, certaines entreprises semblent ne pas savoir comment joindre un document sur la plateforme.
32. Au premier abord, le programme semble avoir su cibler la formation au sujet de l'utilisation du MAOC sur des entreprises qui en avaient le plus besoin. En effet, le BNETD a mené à bien une formation auprès des entreprises qui avaient participé à l'enquête dans la phase de promotion de la plateforme. Sur les 285 qui ont été interviewées pendant l'étude au sujet des obstacles liés à de MTN auxquels elles avaient été confrontées, 100 entreprises ont été formées au sujet de l'utilisation de la plateforme au cours d'entretiens individuels.
33. Une série de trois formations ont été aussi menées en Juillet 2014. Un nombre total de 70 personnes ont été formées à l'utilisation de la plate-forme de MAOC:
- 50 participants sont issus du secteur privé et des institutions de soutien
 - 15 participants sont de la CCI- CI
 - 5 participants sont de BNETD
34. Cependant, les entrevues avec les entreprises ont soulevé des questions au sujet de l'efficacité des formations de la CCI-CI sur le MAOC. En effet, l'une des entreprises rencontrées a participé trois fois à la formation sur le MAOC. Cela pose la question de savoir comment les entreprises sont sélectionnées pour participer aux formations et si les formations sont organisées de la manière la plus efficace possible. Plusieurs institutions ayant participé à ces formations ont également rapporté ne pas avoir clairement compris comment l'information était traitée une fois qu'elle était entrée sur la plateforme et ne transmettait donc pas l'information sur le MAOC à leurs membres car elles n'étaient pas sûres de ce dont elles parlaient. Enfin, il est apparu que les entreprises qui ont été formées au MAOC ne vont pas nécessairement conseiller à d'autres entreprises d'utiliser la plateforme.

Cette sous-utilisation est due à une faible pénétration de l'internet en Côte d'Ivoire...

35. D'un point de vue général, l'accès à des ordinateurs et à internet est limité en Côte d'Ivoire. Ceci ne semble pas avoir été tenu en compte lors de la conception du MAOC en Côte d'Ivoire. Selon l'indice de développement des TIC de l'UIT, en 2015, la Côte d'Ivoire est classée 15ème dans 37 pays africains et au 137ème rang parmi 167 pays du monde. En 2010, elle était classée 17ème en Afrique et 142ème dans le monde. Malgré ces progrès relatifs, le niveau de la Côte d'Ivoire est bien inférieur à la moyenne mondiale et légèrement par rapport à la moyenne africaine (comme le montre le graphique ci-dessous 2). En ce pays comparant à Maurice (qui a aussi bénéficié du MAOC), et qui est à la figure de proue dans la région avec 41 % utilisateurs Internet et 48 % des ménages ayant accès à Internet, la Côte d'Ivoire reste bien derrière avec seulement 15% d'utilisateurs Internet et 12% ayant accès à Internet.



Graph 2: la Côte d'Ivoire dans l'indice de développement des TIC

36. Cette situation prévaut tant du côté de l'administration que des entreprises. Ceci limite d'un côté le nombre de plaintes que les entreprises sont capables de mettre en ligne et d'un autre côté la capacité des institutions responsables du suivi des obstacles rapportés d'effectuer ce suivi. Il est notamment important de noter que tous les Ministères signataires du Protocole du CNSOC n'ont pas un accès à internet prévu dans le cadre de leur activité, et que même de hauts responsables au sein de ces Ministères peuvent être dans l'obligation de financer eux-mêmes leur accès à internet).
37. Etant donné cette situation, les entreprises n'ont pas l'habitude d'aller sur une plateforme en ligne, d'autant plus pour expliquer les obstacles qu'elles rencontrent. Ceci se vérifie aussi pour ce qui est des entreprises qui ont été formées au MAOC. Utiliser internet pour rapporter un obstacle ne fait donc partie ni de la pratique ni de la culture du pays. Le contact humain et la communication directe avec une personne sont privilégiés pour résoudre efficacement des problèmes qui de plus, demandent généralement une solution rapide. Les entreprises ont ainsi tendance à appeler leurs contacts pour trouver un résultat rapide et favorable (une institution a aussi suggéré qu'un système par SMS pourrait être une alternative plus largement utilisée). Il existe aussi la crainte d'être montrées du doigt si elles exposent les obstacles qu'elles rencontrent de manière publique et formelle.
38. De plus, le taux de résolution des obstacles rapportés à travers le MAOC étant faible, les entreprises n'ont pas confiance en la capacité du système à résoudre les problèmes. Elles ne voient pas l'intérêt d'utiliser la plateforme. Les délais de résolution des obstacles étant

également élevés, les entreprises vont préférer des mécanismes qui leur assurent une résolution des obstacles immédiate ou en tout cas plus rapide. Pour ce qui est des obstacles immédiats rencontrés, les entreprises ont besoin de résolutions immédiates et le MAOC n'est pas effectif.

...Mais aussi par une faible appropriation des agences responsables

39. Le faible niveau d'utilisation de l'internet en Côte d'Ivoire et le besoin rapide de solutions des entreprises n'est pas la raison principale de la faible utilisation du MAOC. Malgré que la finalité du MAOC soit de permettre la résolution des obstacles à travers le dialogue et la transparence institutionnels, il est à noter que le niveau de résolution des obstacles structurels qui sont ceux pour lesquels le MAOC pourrait présenter un avantage comparatif par rapport aux solutions plus informelles, est encore plus bas que celui des obstacles de court terme. En effet, les obstacles qui ont été jusqu'à maintenant résolus sont tous liés à l'exportation et tombent surtout dans la catégorie des contraintes de temps.³⁵ Ceux qui sont signalés comme « non-résolus » se concentrent quant à eux sur des questions qui sont structurelles et en particulier dans les catégories suivantes : « problèmes administratifs liés à la réglementation », « problèmes d'information / de transparence », « paiement informel ou inhabituellement élevés » et « Autres ».
40. Le problème central est que les agences responsables ne se sont pas appropriées du MAOC. Pour l'instant, il n'y a eu qu'un nombre limité d'institutions participant au MAOC qui ont été actives pour la résolution des obstacles. Les obstacles qui ont été résolus par le MAOC ne sont concentrés que sur trois institutions dont une est la propre CCI-CI qui est responsable de la gestion des opérations du MAOC. Les points focaux désignés par les agences pour servir d'interface avec le MAOC, n'ont pas tous nécessairement de compte au MAOC, et/ou ne sont pas actifs sur la plateforme. Ils ne se sont pas appropriés du mécanisme et eux-mêmes n'ont pas le réflexe d'utiliser la plateforme ni de référer leurs membres à l'usage de la plateforme.
41. Pour que le système fonctionne, il est essentiel que les agences responsables reconnaissent la légitimité du MAOC, qu'elles l'utilisent et qu'elles se mobilisent à l'interne pour trouver des solutions. Il s'agit d'agences partenaires au MAOC sur lesquelles l'ITC n'a pas de contrôle direct. Mais si on veut que le MAOC fonctionne, il est nécessaire de faire le maximum pour les influencer pour ce qu'elles utilisent le MAOC et que sur cette base, elles mettent en place des mécanismes internes pour résoudre les obstacles reportés.
42. Malheureusement, l'ITC ne s'est pas assuré de créer les conditions nécessaires à l'appropriation et à la participation des agences. Les efforts se sont concentrés sur des activités d'assistance technique de formation pour les entreprises et d'appui à la rédaction du protocole du CNSOC. Pour assurer l'appropriation des partenaires du MAOC, la conception du projet aurait dû engager un dialogue avec les agences pour tenir en compte de leurs contraintes et leurs besoins en matière d'obstacle MNT. Un manque de coordination entre le point focal national et le Président du CNSOC, ainsi qu'un manque de coordination entre le point focal national et les points focaux des institutions ont également été rapportés. Les raisons qui auraient dû encourager un dialogue poussé avec les agences sont multiples :
43. Le plus important, c'est de tenir en compte du système de prise de décision propre à chaque agence. Il faut veiller à ce qu'à l'interne, l'ensemble des intervenants soient informés au sujet du MAOC et instruits au sujet du rôle du point focal auprès de l'agence. Plusieurs des institutions membres du CNSOC ont rapporté qu'il serait nécessaire que des formations au

³⁵ Parmi les 5 obstacles résolus : 3 sont liés à des « contraintes de temps », 1 porte sur des « problèmes liés à une réglementation spécifique » et 1 se rapporte à un « comportement discriminatoire des fonctionnaires »

MAOC soient organisées au sein de leur organisation afin que l'ensemble de l'organisation soit au courant de l'existence et de l'usage de la plateforme.

44. Mais il s'agit aussi d'adapter le MAOC à la réalité et aux besoins des agences. Il convient par exemple de renforcer et d'établir des partenariats avec les plateformes des agences de dialogue entre le secteur privé et le secteur public pour la résolution des obstacles MNT, lorsqu'elles sont déjà en place (voir le cas de l'OCOD ci-dessus). Il faut aussi veiller à ce que le système informatique de l'agence soit connecté au MAOC pour que les plaintes reçues puissent être

Le cas de l'OCOD

La Côte d'Ivoire a depuis 2004, mis en place l'Observatoire de la Célérité des Opérations de Dédouanement (OCOD) dont le mandat couvre en partie la résolution des obstacles MNT. Il s'agit d'une structure paritaire secteur privé / secteur public dont le Bureau se réunit tous les mois.

L'OCOD reçoit environ 50 saisines par an des entreprises pour se plaindre de lenteurs douanières. Cet organisme dispose de ressources propres et reporte directement à la Primature. Il est reconnu par les parties comme un interlocuteur indépendant et légitime pour évaluer les obstacles NTM liés, rentrer en relation avec les autorités douanières concernées et faire rapport sur leur résolution.

Il est évident que le MAOC aurait eu tout à gagner à explorer les possibilités d'une coopération avec l'OCOD. Malheureusement, l'évaluation a constaté que l'OCOD n'a pas été mis au courant des activités du CNSOC et ni de l'existence du MAOC.

traitées en interne et qu'il n'y ait pas deux systèmes de communication qui font doublon. Ensuite, les différents acteurs ont des attentes supplémentaires face à la plateforme. Certains souhaiteraient qu'il soit possible d'y trouver également toutes les régulations et conventions par produit. Certains ministères souhaiteraient pouvoir utiliser la plateforme pour publier des informations changeantes par rapport à un produit, telles de nouvelles restrictions.

45. Etant donné la hiérarchisation des institutions, si le rôle des points focaux est de résoudre les obstacles rapportés, il leur faut un niveau de légitimité et de responsabilité suffisant. Ce niveau de légitimité et de responsabilité n'est pas vérifié dans la structuration actuelle des points focaux. Le rôle des points focaux à l'intérieur de chaque agence n'est pas défini dans le Protocole du CNSOC. Doit-il vérifier que l'obstacle est véridique ou de le rapporter au service concerné et est-il responsable de sa résolution ?
46. En conséquence, le profil nécessaire pour mener à bien les fonctions de point focal est encore indéfini. Est-ce que se doit être un directeur avec l'autorité suffisante pour présenter des obstacles à la hiérarchie mais ne sera que peu disponible pour assister aux réunions du CNSOC? Devrait-il être un technicien qui serait un spécialiste et pourrait assister aux réunions, mais qui n'aurait alors que peu d'autorité pour présenter les obstacles à sa hiérarchie et lui demander des comptes ?
47. Les points focaux désignés dans le Protocole ne sont pas nécessairement les personnes qui sont présentes aux réunions du CNSOC. Il peut arriver que lorsque l'institution du point focal reçoit la convocation pour une réunion, la communication ne soit pas adressée à la personne désignée comme point focal, mais à une autre personne dans l'institution. Il peut aussi arriver que le point focal ait quitté l'institution ou le département auquel il était rattaché et ne soit pas remplacé officiellement par un autre point focal (se pose ici également la question de savoir comment le protocole peut être mis à jour et les points focaux changés au cours du temps).

La récente signature du Protocole du CNSOC ouvre une opportunité qu'il convient de saisir pour assurer la viabilité du MAOC

48. En janvier 2016, l'ensemble des institutions intéressées et la Présidence de la Côte d'Ivoire ont signé le Protocole du MAOC. Le fait que le MAOC qui a été lancé en mai 2014, n'ait été légitimé que presque deux ans plus tard, a limité l'impact potentiel du mécanisme. Pendant cette période, le CNSOC n'a pas eu la capacité officielle de travailler à la résolution des obstacles rapportés. Mais avec cette signature, il existe maintenant une opportunité pour relancer le MAOC.
49. Malheureusement, le faible taux de résolution des obstacles rapportés sur la plateforme constitue une mauvaise image de l'utilité et de l'efficacité du MAOC pour résoudre les obstacles MNT. Les conséquences ont été que le processus de résolution des obstacles une fois qu'ils sont rapportés en ligne n'est toujours pas clair et que les acteurs ne comprennent pas ce qui passe lorsqu'un obstacle n'est pas résolu. La confiance des utilisateurs potentiels s'en est trouvée amoindrie et les Institutions d'appui au commerce et à l'investissement (IACI) hésitent de conseiller à leurs membres d'utiliser le MAOC. Cette situation soulève des préoccupations quant à la viabilité et la durabilité du MAOC.
50. Face à cette situation, la première priorité pour l'ITC est appuyer le développement stratégique du CNSOC et l'appropriation des agences intéressées. Pour ce faire, une attention particulière doit être portée aux intérêts de ces agences en matière d'obstacles MTN et aux conditions d'utilisation du MAOC à l'intérieur de celles-ci.
51. Dans la période précédente, le nombre de réunions du CNSOC a été très limité. De plus, ces réunions ont été organisées conjointement à des sessions de formations auprès des entreprises dispensées par l'ITC. Ces réunions dont l'agenda était déterminé avec la participation de l'ITC, ont été dans les faits, absorbées par ces formations portant sur le fonctionnement technique du MAOC. Elles n'ont pas été perçues comme des réunions substantives. Le CNSOC n'est pas un véhicule pour demander au Point focal national (la CCI-CI) d'organiser des formations techniques. Les réunions du CNSOC doivent porter sur des questions stratégiques d'organisation et de mise en œuvre du système. Il s'agit d'attirer la participation de représentants ayant l'autorité suffisante pour discuter de questions stratégiques.
52. Pour assurer l'appropriation du MAOC de la part des agences, l'ITC devrait mener à bien des formations conjointes au sein des institutions du CNSOC afin que le personnel compétent comprenne non seulement les aspects techniques du MAOC mais aussi comment celui-ci s'insère dans les mécanismes propres de leur institution.
53. La deuxième priorité est que l'ITC appuie la communication autour du mécanisme car sa divulgation est jugée insuffisante. Une des institutions rencontrées par la mission d'évaluation note qu'une manifestation politique sur le Protocole serait nécessaire pour réaffirmer la prééminence du protocole dans la mise en œuvre du mécanisme au sein de chaque agence. Pour ce faire, il convient d'explorer les partenariats possibles avec des institutions ayant des moyens de communication et d'analyse qui sont intéressées dans le dialogue entre l'Etat et les entreprises. A ce propos, le Comité de Concertation Etat / Secteur Privé (CCESP) qui n'est pourtant pas membre du CNSOC, s'est montré intéressé d'appuyer l'initiative du MAOC. Il pourrait être important de vérifier l'enchaînement de la situation par rapport à l'exploitation de cet éventuel partenariat.
54. La troisième priorité de l'ITC est de clarifier la question de la propriété des données sur le MAOC. La plateforme étant hébergée par l'ITC à Genève, cette question a également été soulevée par certaines institutions qui s'interrogent sur la propriété des informations mises

sur la plateforme et sur l'usage qui peut en être fait par l'ITC. Etant donné l'importance de l'appropriation nationale pour la viabilité et la durabilité du MAOC, il est nécessaire de répondre à ces interrogations d'autant plus que le système a été développé avec des ressources assignées à la Côte d'Ivoire. Les autorités ivoiriennes ont besoin de savoir l'usage qui peut être fait des informations sur le MAOC et de pouvoir s'approprier de la plateforme et l'adapter à leurs besoins et aux systèmes nationaux qui sont déjà en cours d'utilisation.

55. La quatrième priorité est d'obtenir des autorités ivoiriennes l'engagement de soutenir le MAOC à long terme. Celui-ci fait partie de la Stratégie Nationale d'Exportations (SNE) et est pris en compte dans le Plan National de Développement pour 2016-2020, qui sera financé à partir de 2017. Cela représente un atout considérable pour sa soutenabilité financière et pour sa durabilité notamment en terme d'appropriation du gouvernement. Néanmoins, des craintes ont été émises par les institutions rencontrées quant au fait de savoir si au moment où le budget pour la SNE sera discuté, la celle-ci ne risquerait pas d'être remise en question étant donné qu'elle date de 2014 et que le budget sera discuté en 2017. Une autre crainte réside dans la part budgétaire qui sera attribué au Ministère du Commerce, et au sein du Ministère du Commerce, aux activités relatives au MAOC, dépendant des priorités du gouvernement lors des attributions budgétaires.
56. Les institutions membres du CNSOC rapportent manquer de fonds pour divulguer le mécanisme auprès des entreprises. D'après les acteurs locaux, dans la mesure où le MAOC est un mécanisme opérationnel, il devrait être doté d'un fond de fonctionnement propre. Les personnes en charge de la plateforme et les points focaux devraient recevoir des per diem pour couvrir leurs dépenses de transports, de carburants, de connexion internet et de téléphone pour se rendre aux réunions et pour résoudre les obstacles rapportés.

Annex 8: Type of Follow up Activity undertaken

The expertise that the NTM Programme and ITC have provided through follow up activities can be classified into the areas below:³⁶

Quality issues: quality related issues are often the main obstacles identified, encompassing meeting the technical regulations of SPS and TBT, difficulties with conformity assessment (testing, inspection, and certification) and issues with other quality infrastructure such as metrology and accreditation.³⁷ Follow up in this area is thus essential. The project and activities implemented in this area are:

- 1) Sri Lanka: the quality team has implemented a project “Improving safety and quality of the Sri Lanka fruits & Vegetables”. It was a result from a Project Grant Application submitted by the Ceylon Chamber of Commerce to the STDF in December 2011. The programme financed a consultant contract to assist the implementation.
- 2) Senegal: activities implemented by the quality team on metrology measurement, training for technical standard body on good regulation practices and laboratory accreditation etc.
- 3) Jamaica: OLAC conducted some activities related to training of trainers on quality standards (HACCP).
- 4) Arab States: OAS and MAR has implemented a USAID-funded project “Arab States: Coordinating a regional approach to overcoming trade obstacles related to NTMs”, of which SPS/ TBT issues are among areas of intervention. The project organized workshops gathering experts from national standard bodies, TISIs and regional entities to formulate recommendations and action plans to promote harmonization of TBT and SPS related measures and conformity assessment procedures among the Pan-Arab Free Trade Area member countries. The project also includes interventions in other areas, which are 1) NTM data collection for 5 countries (Morocco, Algeria, Tunisia, Egypt and Jordan); 2) NTM data collection and management tool;³⁸ 3) Guide on Customs Procedures for 5 Arab countries to increase trade transparency; 4) Regional coordination workshop to promote harmonization of Customs Procedures and Rules of Origin; and 5) Awareness raising of key stakeholders through participation in 2015 Arab Economic Summit with heads of states.³⁹
- 5) Other staff cost related to follow up on quality issues.

Dialogue and transparency: the programme considers transparency a key element towards reducing NTM related obstacles at home-country, particularly those related to procedural and institutional inefficiency, although the relationship of the area with NTM survey results is not clear.⁴⁰

- 1) Trade obstacles alert mechanism (TOAM): the programme developed and implemented the TOAM in Côte d’Ivoire and Mauritius, which are closely examined in the different sections in volume 1.
- 2) EuroMed Trade and Investment Facilitation Mechanism (TIFM): developed by MAR since 2014, the EC-funded project aims at creating an online portal and a problem solving network to facilitate trade and

³⁶ The follow up activities here have excluded the two regional roundtables and related studies conducted for the Arab States and ECOWAS, listed in the follow up activities provided by the programme. Although the programme management considered them as follow up, the programme document of phase 2 foresaw the regional analyses as part of NTM surveys and related analyses, thus different in nature with other follow up activities to address the obstacles.

³⁷ ITC, 2011, Export Quality Management: A Guide for Small and Medium-sized Exporters. Second edition.

³⁸ The tool is developed as the back-end system to MACMap enabling market analysts to collect, classify and code non-tariff measures (NTM) directly into the web tool thus allowing country regulations to be updated without the need for full country batch updates, thus improving updating frequency. In 2017 it is planned to become operational and NTM coders in Arab countries will be trained how to use it to collect, classify and code NTMs directly into the MACMap database.

³⁹ ITC, NTM-Arab States-USAID project-Reporting-Q2 2016

⁴⁰ For example, TOAM is not listed in the matrix of recommendations in the Côte d’Ivoire report. In the Mauritius report, it was recommended that “agencies can work together to develop a mechanism for determining whether problems have already been addressed, where further work is needed and where tracking for future monitoring is required... The stocktaking can be conducted on a sustained basis to aid in tracking progress and further monitoring”; however, it is not clear where the recommendation came from. In fact, transparency is rarely identified as a main obstacle in the country. It is a category of procedural obstacles and in Mauritius, it accounts for 4% of POs both for importers and exporters; in Côte d’Ivoire, it accounts for 1% of POs faced by exporters and no related obstacles identified for importers.

investment in the Euro Mediterranean Region.⁴¹ The project approach is for business to use the portal to analyze business opportunities and market access requirements, or to post an enquiry to the network of institutions in each project country for more trade and market information.

- 3) Bangladesh: a pilot project is being implemented by MAR to document trade procedures for export, particularly for the fruit and vegetable as well as fish sectors targeting the EU, Middle East and Japan markets. The procedure collected will be published on a portal developed and hosted by UNCTAD, which also developed the methodology and collaborated with MAR on training local consultant and ITC staffs on the methodology. The portal also includes a function for businesses to provide feedbacks and suggestions for simplifying the procedures. This information will then be collected and analysed by ITC to produce recommendations for the government at a later stage.⁴²
- 4) UEMOA: this EU-funded project is coordinate by OA and to be implemented in 2017.

Procedural measures: the NTM surveys identified that procedural obstacles related to implementation of the regulation are often the reason why NTMs are burdensome. A cross-country survey analysis⁴³ done by the programme shows that 65% of the NTM cases reported by exporters in agricultural sectors are fully or partly because of procedural obstacles, and this rate is 77% in manufacturing sectors. The programme also considers procedural obstacles an easier and more effective area to be improved by national agencies comparing to regulations per se. Nonetheless, follow up actions in this area is very limited, only the USAID-funded Arab states project mentioned above targets customs procedures as one of the interventions.

Trade negotiations: trade negotiation is the means to address obstacles originated from foreign countries, which make up the main part of obstacles faced by exporters. However, follow up in this area is also limited in 2 activities:⁴⁴

- 1) Morocco: the programme funded a training workshop organized under an ESCWA project for rules of origin negotiation.
- 2) Tunisia: the programme also funded a staff travel to participate in the consultation related to the trade agreement negotiations between Tunisia and EU.

Cross-issue country follow up: besides the thematic follow up actions, a large part of the follow up activities concentrate in the design and formulation of tailor-made country project. These activities are in the form of:

- 1) Concept note: a concept note is a proposal on a further technical assistance package that includes the different interventions ITC can provide. It is produced mainly by the country officers after the stakeholder workshops, in consultation with other technical sections in ITC. Besides the recurrent topics on quality issues and transparency, other interventions are more specific to the country situation, for example TISIs strengthening, access to finance and sector development such as tourism, light engineering and plastic product in Bangladesh, as well as trade facilitation related assistance in Cambodia. The drafted concept note will be submitted to national governments to seek for funding. The concept note will either lead to a concrete project or stayed at the concept level, for instance in the case of Cambodia.
- 2) Export strategy: in Nepal, the programme contributed to the design of the sector export strategies by financing the staff, consultant and travel costs during the consultation. The sector export strategies are developed for four sectors: coffee, tea, large cardamom and hand-made paper and paper products. The end products are a set of strategy documents with plans of action, priority activities and blueprint for implementation over a five-year timeframe.⁴⁵ The sector strategies also take into consideration the NTM survey results when relevant.

⁴¹ The countries involved include Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Turkey, Tunisia, State of Palestine and European Union.

⁴² Since this function of simplifying procedure is at the planning stage, it is not considered here as a follow up for procedural measures.

⁴³ The Invisible Barriers to Trade – How Businesses Experience Non-Tariff Measures

⁴⁴ These activities took place according to the programme management; nevertheless the information obtained by the evaluation team is not sufficient for triangulation and substantive analysis.

⁴⁵ ITC_Nepal_Programme-SectorStrategies_NTMSurvey-Project-Final

- 3) Country roundtable: in Madagascar, the government requested further roundtable discussions led by the programme to formulate an action plan. This action plan was nevertheless not implemented as the government changed afterward.
- 4) Other needs assessment and missions to identify follow up activities: in Jamaica and Paraguay, the programme financed needs assessment missions for OLAC to produce further projects, the projects did not come to reality, only the training on quality issues was implemented in Jamaica. A few other missions were financed for ITC country and technical officers to attend the stakeholder workshops to identify follow up activities, in Thailand, Mali, Dominican Republic, Ecuador and Nepal.

Annex 9: NTM Classification Used in the Survey Reports (2012 Version)

Importing countries are very idiosyncratic in the ways they apply non-tariff measures (NTMs). This called for an international taxonomy of NTMs, which was prepared by the Multi-Agency Support Team (MAST), a group of technical experts from eight international organizations, including the Food and Agricultural Organization of the United Nations, the International Monetary Fund, ITC, OECD, UNCTAD, UNIDO, the World Bank and WTO. It was finalized in November 2009 and updated in 2012. It is used to collect, classify, analyse and disseminate information on NTMs received from official sources such as government regulations. For the purpose of the large-scale company surveys on NTMs, ITC uses a simplified version of this international classification.

The NTM classification for surveys differentiates measures according to 16 chapters (denoted by alphabetical letters, see figure below), each comprising sub-chapters (denoted by two letters) and the individual measures (denoted by two letters and a number). The following sketches the content of each of the 16 chapters.

Chapter A, on technical regulations, refers to product-related requirements. They are legally binding and set by the importing country. They define the product characteristics, technical specifications of a product or the production process and post-production treatment and comprise the applicable administrative provisions, with which compliance is mandatory. Technical requirements include sanitary and phytosanitary measures, which are generally implemented to protect human, animal and plant life, and health.

Chapter B, on conformity assessment, refers to measures determining whether a product or a process complies with the technical requirements specified under Chapter A. Conformity assessments include control, inspection and approval procedures – such as testing, inspection, certification and traceability – which confirm and control that a product fulfils the technical requirements and mandatory standards imposed by the importing country, for example to safeguard the health and safety of consumers.

Chapter C, on pre-shipment inspection and other formalities, refers to the practice of checking, consigning, monitoring and controlling the shipment of goods before or at entry into the destination country.

Chapter D, on charges, taxes and other para-tariff measures, refers to measures other than tariffs that increase the cost of imports in a similar manner, i.e. by a fixed percentage or by a fixed amount. They are also known as para-tariff measures. Customs surcharges and general sales taxes are examples.

Chapter E, on licences, quotas, prohibitions and other quantity control measures, includes measures that restrain the quantity of goods that can be imported, regardless of whether they come from different sources or from one specific supplier. These measures can take the form of restrictive licensing, fixing of a predetermined quota or through prohibitions.

Chapter F, on finance measures, refers to measures that are intended to regulate the access to and cost of foreign exchange for imports and define the terms of payment. They may increase import costs in the same manner as tariff measures.

Chapter G, on price control measures, includes measures implemented to control the prices of imported articles in order to: support the domestic price of certain products when the import price of these goods is lower; establish the domestic price of certain products because of price fluctuation in domestic markets, or price instability in a foreign market; and counteract the damage resulting from the occurrence of 'unfair' foreign trade practices.

Chapter H, on anti-competitive measures, refers to measures that are intended to grant exclusive or special preferences or privileges to one or more limited groups of economic operators.

Chapter I, on trade-related investment measures, refers to measures that restrict investment by requesting local content, or requesting that investment be related to export to balance imports.

Chapter J, on distribution restrictions, refers to restrictive measures related to the internal distribution of imported products.

Chapter K, on restrictions on post-sales services, refers to measures restricting the provision of post-sales services in the importing country by producers of exported goods.

Chapter L, on subsidies, includes measures related to financial contributions by a government or government body to a production structure, be it a particular industry or company, such as direct or potential transfer of funds (e.g. grants, loans, equity infusions), payments to a funding mechanism and income or price support.

Chapter M, on government procurement restrictions, refers to measures controlling the purchase of goods by government agencies, generally by preferring national providers.

Chapter N, on intellectual property, refers to measures related to intellectual property rights in trade. Intellectual property legislation covers patents, trademarks, industrial designs, layout designs of integrated circuits, copyright, geographical indications and trade secrets.

Chapter O, on rules of origin, covers laws, regulations and administrative determinations of general application applied by the governments of importing countries to determine the country of origin of goods.

Chapter P, on export-related measures, encompasses all measures that countries apply to their exports. It includes export taxes, export quotas or export prohibitions, among others.

The structure of the NTM classification for ITC surveys⁴⁶

A to O. Import related measures

Measures imposed by the country importing the goods. From the perspective of an exporter, these are the measures applied by the destination country of your product. From the perspective of an importer, these are the measures applied by your own country on the goods that you import.

Technical measures	A. Technical requirements	
	B. Conformity assessment	
Non-technical measures	C. Pre-shipment inspection and other entry formalities	
	D. Charges, taxes and other para-tariff measures	
	E. Quantity control measures (e.g. licences, quotas, prohibitions)	
	F. Finance measures	
	G. Price control measures	
Non-technical measures	H. Anti-competitive measures	L. Subsidies
	I. Trade-related investment measures	M. Government procurement restrictions
	J. Distribution restrictions	N. Intellectual property
	K. Restriction on post-sales services	O. Rules of origin and related certificate of origin

P. Export related measures

Measures imposed by the country exporting the goods. From the perspective of an exporter, these are the measures imposed by your own country on the goods you export from your country. From the perspective of an importer, these measures are imposed by the country of origin on the goods you import from this country.

⁴⁶ Source: International Trade Centre, NTM classification adapted for ITC surveys, January 2012 (unpublished document), extracted from International Trade Centre (2016). Philippines: Company Perspectives – An ITC Series on Non-Tariff Measures. ITC, Geneva.

Annex 10: Audi trail

Comments	Reference (from the previous version)	Response
<p>It is also not always clear against what ideal our work is judged. For example for the reports – it sounds as if they were too long as well as too short, that they should be less detailed but at the same time more specific on products and countries, more useful to enterprises and targeted to TISIs, should take less time but be more in-depth, should speak to everybody’s wishes but be less complicated. This however does not take into account what we actually meant to do with the report: document the survey process and summarize results (and that our client for this is the government and that the format is an ITC publication). While this was not even financed nor part of our log frame. If the benchmark is that we have to make every possible reader in the world happy for all needs they ever had and might ever have from survey data and provide this within 2 weeks of the survey-end at zero cost, we have indeed dramatically failed with our publications. This has however never been the objective (just ask C&E that forces us to focus on only one targeted audience and that this is actually considered good practice!).</p> <p>Likewise, the data quality control process is reduced to interviewers’ ability to correctly code responses (while the coding is but a tool). Rigour of data treatment is judged by whether we have classified POs correctly. Stakeholder engagement is judged by whether we have employed TISIs to do the survey. Sustainability is judged among others by whether we were able to link NTM data collection with the survey (which in several meetings I pointed out as not making sense, as we here about all partner countries’ regulations rather than domestic ones). The usefulness of NTM regulations data is judged by the frequency of updates - that the alternative would be “no info at all” is disregarded. The effectiveness of stakeholder meetings is judged by whether people in Sri Lanka remembered the workshop in 2010. Whether we reach our aim of representativeness is judged by whether the Sri Lanka report documents the number of total importers and in detail presents the calculation of representativeness. These are just a few examples.</p> <ul style="list-style-type: none"> • One could have highlighted that we have managed to develop a method that is so unique and valuable that the EU Commission (a developed economy after all) asks us to do this for them as they are not able to do something similar (unlike any other work that ITC does for developing countries). What is mentioned instead is that we have failed to do a stakeholder meeting in Europe. Factually this is of course (nearly) correct. But it was never the intention nor our client’s demand that we organise a stakeholder event. (This said, there was a presentation of results to the EU Market Access Committee, which is still using the database of results for their deliberations.) • One could have highlighted that we did the regional analysis Arab States (and ECOWAS) over and above the promises that we made in the DFID project and that we managed to do it within the budget. Instead, the evaluation observes that in Arab States we only managed to consider 4 countries rather than following the (apparently laudable) EU approach, where we did regional sampling up front. This completely misses the real context in which we did the Arab States work. • One could have highlighted that we have managed to organise narratives and qualitative information into a common structure with the help of classifications. Instead, we are criticized for “using multiple classifications which leads to confusion”. 	<p>Email</p>	<p>With all the changes made in the text at a more detailed level, as well as the changes to the conclusions and recommendations, these higher, macro level comments are considered to have been taken into consideration. One aspect that has been adapted is linked to the differentiation of MoU 1 & 2. The second MoU which was signed in 2013 went beyond the initial two components and transformed the survey initiative into a full-fledged Programme. This dynamic is now better captured in the report. The report does justice to the effectiveness and efficiency of the Programme all the while pointing to some issues of design and sustainability.</p>
<p>Finally, I still find there is insufficient emphasis on the ITC role / the role of other sections in using our results, implementing and moving things forward.</p> <p>Text</p> <p>In Box 1, I adjusted the text – we did not develop “another version” but a simplified one. For example, the distinction between SPS and TBT measures is very important for the WTO and are hence different chapters in the international classification. But from business responses it is very challenging to conclude whether it’s one or the other. So we combined both chapters and instead distinguished between the</p>	<p>Box 1. P.5, para 16</p>	<p>Text revised.</p>

Comments	Reference (from the previous version)	Response
technical requirements (SPS AND TBT together) and conformity assessment aspect (again SPS and TBT together). I.e. we adapted the international classification to make it workable for our purposes.		
It does, but within the chapter TBT and within the chapter SPS. We combined it in our simplified version.	p. 5, para 16	Text revised.
I am not sure I understand. The ToC talks about goods and services. The business survey methodology for services, now that it is developed, leads to similar results in terms of outputs and outcomes as it does for goods. It is just an extension to additional sectors.	Para 18	Text revised.
Component 4 had been included in the programme plan as separate output because it referred to methodological development. Today, this is no longer needed.		
In my understanding what we did in 2010-2013 should be evaluated against the ToC valid at the time, likewise for 2013-16. Evaluating the programme, particularly the initial years against today's ToC (which has matured over time for a reason) inevitably leads to mismatches (such as the abovementioned component 4).	Para 20	Text revised
It is also important to note that for the most recent ToC, we were explicitly asked to also include items that we had never done (such as developing a systematic capacity building offer). Earlier ToCs had been driven by log frames that had been designed for donors – i.e. by design they did not have the same holistic horizon as the ToC of today has.		
See above. The reader gets the impression that the latest ToC is the one we had in mind since 2010. This is not the case. The programme was not designed with four intermediate outcomes. It has evolved to that.	Para 23	Text revised, dimension introduced within whole report.
Analogue to the above narrative, I would add the step on compiling the business register. It is substantive work and essential for the survey.	Graph 1	A step added to the graph.
Does this qualify as an assumption? We are collecting the data, so we (should) know whether it is accurate. For survey, we know that we capture individual experiences, the accuracy of which can only be confirmed through the representativeness of the sampling (i.e. many businesses saying the same thing). This is the very nature of survey responses and we are transparent about this. For the NTM data in Market Access Map, we collect the information from official sources and always refer to the original documents, the date of issue and the source.	Para 36	It does qualify as an assumption. There is always a certain probability that the data will not be accurate. The data was collected through national survey firms which also adds to the probability. The wording was changed from “the programme assumed” to “it is assumed”. The ToC is developed within a logic in which assumptions are identified for the results to be reached. If the data is not accurate, there will not be an increased stakeholders’ common understanding of SME’s concerns with regulatory and procedural trade obstacles (intermediate outcome 1)
We do not assume that the data is updated regularly. We strive to do that within the means that we get (for NTM data) – as part of a collective effort with other institutions. We acknowledge that it would be useful to regularly update the data. But we cannot and do not assume that this automatically happens.	Para 36	Same as above. Language changed. Same logic applies: if the data is not updated

Comments	Reference (from the previous version)	Response
		intermediate outcome 1 will only be reached for a brief moment.
It sounds misleading. It was a component that had not received to any donor funding, i.e. we did not have the resources implement it fully. Only in 2016 did we receive some W1 funding to start the development of the method.	Para 56.	Text revised.
It may be worth pointing out that these numbers were generated using NTM Survey data. See above. This research used the NTM survey data to produce these numbers.	Para 58 & 73	Information added in the footnote.
Market Access Map users are tracked. We even reported statistics on number of visits etc. to DFID. What we cannot do is track which individual is visiting which module within Market Access Map, i.e. give contact details of those who visit the NTM data. Yet, as it is written right now, it is misleading.	Para 75	Text revised.
This could be understood as if we were duplicating information. I suggest explicitly pointing out that the data collection effort is shared among various institutions and that the data that we show is the same (we share among institutions), but indeed for different audiences. This also explains why for some countries some information is missing (as highlighted in table 1) – for a long time UNCTAD did not provide summaries of regulations for data they collected (not relevant to their audience).	Para 76	Information added in the footnote.
Knowledge? Trade obstacles?	Para 80	Text revised.
The survey data was never meant to inform enterprises. For the surveys the objectives have always been to document the voice of enterprises and to channel this as evidence base to decision makers.	Para 83	Text revised, the finding repositioned in the context of the impact to be reached.
Confusing: do we talk about the surveys or about the information on regulations as disseminated in Market Access Map?	Para 84	Text revised.
<p>NTM Survey data has not been designed to be in and of itself sufficient to build legal cases. But they can give an indication of where look in more detail and where it could be worthwhile gathering further evidence for legal cases.</p> <p>We focus on providing evidence from the ground on companies' experiences. This is meant to <i>inform</i> the decision-making process but we are aware that this is one element and that others are needed to resolve issues.</p>		
<p>The NTM information in Market Access Map ("information on NTMs applied in foreign markets") is meant to give greater transparency. Again, this can help understanding what partner country laws actually say but again, it will never be sufficient in and of itself to build a legal case.</p>		
<p>This is misleading. The recommendations and conclusions that are published in the report are not ITC conclusions but those suggested by policy makers and other stakeholders. They are meant as a mere starting point for the process of "fixing", which obviously needs more concrete steps. This is precisely where other sections should have come in and where we did a lot of effort that they would.</p>		
Meaning?	Para 85/	Text revised. Second part of the comment is anecdotal and cannot actually be integrated.
<p>The survey responses are given by the private sector, not ITC. We systematically ask about all problems they face related with NTM compliance, for all products and all partner countries. If 90% of the issues are domestic, this is simply a result of the survey, not a deliberate "focus" of ITC's NTM programme.</p>		
<p>Second, in terms of concrete actions: in most stakeholder meetings, policy makers do concentrate on the "home-made problems" because they are easier to address than those caused by partner countries. From the negotiation perspective, it is of course understandable that negotiators would expect to hear only about partner country issues. For some countries, we have made specific data extractions for issues affecting trade with a specific country (even if not displayed in the publication). This said, the survey was not designed to exclusively focus</p>		

Comments	Reference (from the previous version)	Response
on these and we would have lost a lot of valuable information on how to decrease NTM-related trade cost had we not captured the “home” dimension.		
Again confusing: Survey or NTM data? Market Access Map contains the NTMs applied by India.	Para 86	Text revised.
paper versions to capture the obstacles were made available,	Para 95	Text revised.
More granularity would be good. The TOAM was something entirely new – like the first survey, we entered into unknown territory. There was hence no real “model” but an idea of what could work – which was then discussed with the different stakeholders and implemented through PACIR. This also meant that we could only realize what was possible within the overall project, in terms of timelines and budgets (to which DFID later contributed, precisely because we found the support to institutions insufficient).	Para 96	Text revised.
The evaluation should not disregard the overall complexity of the CIV case given the interplay between various projects and related objectives, timelines, donor expectations, etc. As such, we had been working on the survey already while PACIR was being implemented (which could not wait for the survey results to design specific activities, also as related to trade facilitation etc.). In an ideal world, both would have been designed together and in synergy from the start. It is also important to note that the TOAM was not an idea driven by ITC but developed in response to the demand expressed by CIV.	Para 96	Text revised.
It may be worth pointing out that the survey also helps monitor whether agreements such as the TFA, even if implemented “on paper”, actually work on the ground. Most principles that WTO members sign off upon in the TFA were already enshrined in earlier agreements and commitments, e.g. the Kyoto Protocol, other WTO agreements such as on SPS and TBT but at times also bilateral agreements. The TFA provisions are not a novelty. However, we also know from the surveys that agreements that exist on paper may not actually work on the ground.	Para 100	Text revised.
We have not surveyed Saudi Arabia.	Para 106	Text revised.
It may be worth noting that we have provided information on issues faced with India by companies across the world and specifically East Africa to the SITA project in the early stages of the SITA design. SITA does work on the integration between selected East African countries and India. From our point of view this is how the division of work / mandates between the NTM programme and other technical assistance in ITC should work.	Para 108	Information added in a footnote.
At the same time, ITC developed the data capturing templates and guidelines that all organisations use.	Para 111	Text revised.
The number of countries collected is actually higher. For example we have received some data from UNCTAD that we could not display in Market Access Map for various reasons – e.g. data quality, coherence or missing elements.	Table 2	Text revised.
From the start, priority has been given to increase the number of countries for the collection rather than ensure regular updates. It was a deliberate choice. Both (high country coverage and frequency of updates) is of course desirable but was at the time not realistic given the resource reality of all organisations involved. Who does what country was always driven by opportunities arising from project financing. This is true for both UNCTAD and ITC and does not represent a problem for as long as everyone is informed and duplications are avoided.	Para 112	Text revised.
From the start, the idea was that the data was to be shared.		
It depends. It has always been a tricky partnership. For example, in 2012, UNCTAD unilaterally decided to update the “international” NTM classification without consulting ITC (or anyone else but the WTO). This represented a big problem as suddenly all data capturing templates were inadequate and data became incompatible. This year, another classification update is scheduled and ITC has played a key role again contributing to the deliberations and leading some aspects. I.e. in that sense, the cooperation has improved.	Para 113	Well noted.
We still share the data. We recently had some technical issues related to the processing of the information collected by UNCTAD that we are currently resolving. This will allow us to upload the more recent UNCTAD data on MAcMap as well.	Para 113	Text revised.

Comments	Reference (from the previous version)	Response
<p>That may have been the case in phase 1. As of phase 2 we have been very systematic – starting from the design of phase 2, where we discussed with all sections and held a dedicated meeting with DCP, through to implementation. At the start of the implementation of phase 2 we held an information meeting for all ITC Chiefs and we had a separate meeting with TFPB (at our initiative) to discuss potential synergies with the work around the “categorization exercise” following the TFA where we made specific suggestions on how the survey results could be used to support this exercise.</p> <p>DCP country officers were at many occasion part of our events (e.g. Thailand, Bangladesh, Colombia, Uruguay, Paraguay, regional events in ECOWAS, Arab States, Egypt, Mali, etc.), frequently, we also took other technical sections in the stakeholder meeting events (e.g. Nepal, regional events, etc.). Survey results were discussed with technical sections – sometimes prior to the stakeholder events or thereafter (e.g. when working on the publication), to seek inputs for the analysis and/or discuss potential follow up.</p>	Para 115	Text revised.
<p>I changed to active voice. Again – we had meetings with the TF team at various occasions. We also arranged for TFPB to participate in the regional event for ECOWAS. So we took initiative to connect. It remained very one-sided though.</p>	Para 115	Text revised.
<p>I am making the addition to signal that this deviation was not our choice. If it had been up to us to decide, we would have followed the tender approach. In this case, PalTrade was not a service provider but a project partner. We did not have a contractual relationship with PalTrade for the survey work.</p>	Para 121	Text revised.
<p>Suggestion to include “survey” here as the data on regulations is not considered in the below.</p>	3.2.2	Text revised.
<p>I am missing reference to our rigorous data quality control, including through supervising pilot interviews, frequent checks of data throughout the survey process as well as randomly calling back companies to check whether the data sent by companies to us is not “made up”. We also do rigorous coherence checks etc. The below puts too much emphasis on the coding of answers, which is but a tool in the entire process.</p>	Para 125	Text revised.
<p>Some clarifications: Representativeness of the survey appears to be evaluated solely on the basis of what is available in the Sri Lanka publication, and not on the underlying data or background files, which may have shed more light on some of the claims (for example on total number of importers).</p> <p>In general: as a result of random sampling in each sector, the company size ratio must hold well in each of them. It’s the law of random sampling and just by checking the distribution of interviews substantiates the claim (if in one sector we only had large companies, it would give rise to doubt). Second, the sampling method is such that there is a maximum number of interviews to have in a given strata to be representative at the 10% level (which is our ambition). This maximum is around 92. Meaning: if we interviewed 92 importers, randomly selected, we are representative for the strata of importers. For importers we do not aim to be representative by sector. I.e. the claim in the Sri Lanka report can be verified to some extent (if the number of interviews is sufficiently large) even without knowing the entire population.</p> <p>For pure trading agents, we never attempted to be representative but only consider them as part of “additional interviews” that are useful because they can bring in different perspectives from exporters that are also producing.</p>	Box 3	Text revised.
<p>This is due to the fact that Sri Lanka was the first country and we did not have good trainings in place yet.</p>	Para 127	Text revised.
<p>This is our standard approach.</p> <p>Trainings of interviewers confirm that there are no ambiguity in the procedural obstacles. The description of the PO itself is usually straightforward (e.g. “bribes”). I suggest that the evaluation points out where specifically the PO classification would merit further definition. Otherwise I suggest deleting these sentences around ambiguity.</p>	Para 127	Text revised..
<p>TMI?</p>	Para 127	Text revised.
<p>It would be good to be clearer in the various steps: - The survey responses give us the experience of companies.</p>	Para 129	Text revised.

Comments	Reference (from the previous version)	Response
<ul style="list-style-type: none"> - Based on this narrative, we code the information, which helps us in the analysis stage. The coding is a tool, not an end in itself nor exact science. It just helps us structure the analysis and identify key messages. - The training of interviewers on the codes serves primarily to make them understand the level of detail in which we need companies' answers. If the narrative they hear from a company is not sufficient to assign only one code, it means that they have to ask additional probing questions to obtain the necessary context. As such, the training enables interviewers to understand for example that knowing that a problem is linked to a "licence" is not sufficient as there are export licences, import licences, licences linked to quantity control measures such as quotas or SPS/TBT-related licences (each of them concerning different institutions). All of them have different codes. So the purpose is not to have interviewers proficient in coding but to make them understand that we need to know which type of licence we are talking about – because only this level of detail will allow us later on to make meaningful analysis and targeted recommendations. Whether they correctly assign the code is thereby irrelevant. 		
<p>This is misleading. The meetings with stakeholders are not held to help classifying the survey responses. But to EXPLAIN them, i.e. contextualize them.</p> <p>The classifications are a tool that help us to summarize survey results in the form of graphs and charts. No more, no less. What counts for the results analysis and the removal of problems are the narratives of companies themselves, not whether they are classified as A1, A2 or both of them.</p>	Para 129	Text revised.
<p>? I am not sure what is meant here. The sentence reads as if we do not systematically ensure the quality of data analysis. Suggestion to rephrase and to be more specific what exactly is not done systematically.</p>	Para 130	Text revised.
<p>We have never aimed at doing so. Capacity building on NTM data analysis has only recently been formulated as a service offer we could do based on what we have learnt over the years.</p> <p>In terms of survey implementation, we have made a deliberate choice to work as we do, after careful consideration of various factors.</p> <p>As mentioned in one of our meetings, I had a discussion with José Prunello whether relying on TISIs would be feasible at all. He recommended not to take this avenue as conducting such a survey with such rigour is outside the expertise and capacity of nearly all TISIs ITC works with, given the limited resources they have, severe human resource constraints and high staff turnover.</p>		
<p>From our side, we also have a trade-off related to comparability across countries as well as reliability of delivery. We lengthily discussed the case of Palestine where we had severe problems in the data quality and no leverage over the PalTrade to improve and deliver according to established standards.</p> <p>Also, as discussed, we need survey experts. Not trade experts. Not every trade expert is a good interviewer. Our experience has shown rather the contrary – often people too familiar with trade do not listen to companies but complete the cases in their heads, based on what they think the problem is, or based on previous knowledge. This is the biggest challenge we face when working with academics in the survey implementation and a common feedback we have to give after supervising pilot interviews.</p>	Para 132	Text revised.
<p>Involving TISIs in the survey process takes many forms and should not be reduced to implementing the survey. We do engage with TISIs to get support for the survey implementation (encourage members to respond etc). I do agree that we should do more in that regard. But building capacity on conducting the survey has never been an aim of the programme and based on our experience it would not make sense to introduce it as aim.</p>		
<p>This sounds as if this was something negative. However, as described further above, it is rather a sign of professionalism. If we are to ensure good quality of survey results, we better work with professional survey companies rather than other stakeholders with no survey experience.</p>	Para 133	Text revised.
<p>In addition, stakeholder engagement should not be reduced to evaluating who we engaged for the survey work</p>		

Comments	Reference (from the previous version)	Response
Again it may be important that the programme's ambitions changed over time while also highlighting more in detail what the responsibility of the Programme should be and what part should be managed by the rest of ITC.	Para 135	Text revised.
Would be good to explicitly refer again to the fact that this has not been the case from the start. Originally, stakeholder meetings were convened purely to inform about the survey results.	Para 136	Text revised.
Which cases?	Para137	There was no bilateral meeting in Cambodia, only group meeting in Kenya, but later in Thailand/ Bangladesh, Nepal, Benin, Seychelles (Dominican?) there were bilateral meetings; In Comoros, the meeting was done by the ambassador as the schedule of the team was too packed. With bilateral meetings, the rate of participation is higher; without bilateral meetings, e.g. in Kenya and Comoros, officials were especially defensive in the stakeholder meeting.
For Uruguay, you have to give the political context, which was very special. Otherwise it looks as if it had been our choice to not involve companies, which is not true.	Footnote 58	Text revised.
? This is not the case. In some instances they may have followed up on the invitees. But in all cases we as ITC listed the institutions that we think are relevant for the discussions, including the various ministries, agencies etc.	Para 138	Text revised.
Again, more granularity would be good.		
<p>A few observations:</p> <ul style="list-style-type: none"> - Sri Lanka was the first workshop, which focused on presenting results. No more, no less. The level of ambition was completely different back in the days and no follow-up had been foreseen. - Sri Lanka was many years ago. There has been little engagement of ITC with the country since. I also do not recall every meeting I have been to in the last 5 years. 	Footnote 59	Text revised.