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EVALUATION OF THE NTF II PROGRAMME

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from developing countries*

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ACRONYMS

Acronym	Definition
ACE	Automotive Components Export
ASEPEX	Agence sénégalaise de promotion des exportations
B2B	Business to Business
BASIS	Bangladesh Association Software and Information Services
BPO	Business Process Outsourcing
BSOD	Business Support Organization Development
CBP	Commodity Business Plan
CBI	Centre for the Promotion of Imports from developing countries
CFAHS	Coopérative Fédérative des Acteurs de l'Horticulture du Sénégal
DAC	Durban Automotive Cluster
DCCI	Dhaka Chamber of Commerce and Industry
EC	Executive Committee
ECP	Export Coaching Programme
EMU	Evaluation and Monitoring Unit
EPC	Export Promotion Council
ES	Export Strategy
EU	European Union
FA	Ugandan Coffee Farmers Association
FPEAK	Fresh Produce of Association of Kenya
HCDA	Horticultural Crop Development Authority
HS	Human Resources
ICT	Information Communication Technologies
ITS	Information Technologies
ITC	International Trade Centre
ITES	IT Enabled Services
KZN	KwaZulu-Natal
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
NDP	National Development Plan
NES	National Export Strategy
NTF II	Netherland Trust Fund Programme II
NGO	Non-Governmental Organization
NUCAFE	National Union of Coffee Agribusiness and Farm Enterprises
OECD DAC Assistance	Organisation for Economic Co-operation and Development, Development Committee
QA	Quality assurance
RBF	Result Based Framework
RBM	Results-based Management
REDAP	Rooibos Export Development Action Plan
SARC	South Africa Rooibos Council
SG	Steering Group
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRTA/CB	Trade Related Technical Assistance/Capacity Building
TSI	Trade Support Institution
ToRs	Terms of Reference
UCDA	Uganda Coffee Development Authority
UEPB	Uganda Export Promotion Board
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

Background – The present evaluation assesses the Netherlands' Trust Fund Programme, or NTF II (April 2009 to March 2013). The programme is the successor of the NTF I programme. These were funded by the Netherlands Ministry of Foreign Affairs through the Centre for the Promotion of Imports from developing countries (CBI). NTF II has been designed on the basis of the main strategic conclusions, lessons learned and recommendations of the evaluation of the predecessor program NTF I which insisted on the NTF II being developed according to the following lines: Increasing potential of ownership of the programme by beneficiaries; Professionalization of the reporting formats; Regular, structured and documented meetings regarding governance; Exchange knowledge and expertise with CBI; The use of local (certified) consultants; Delivery through collaborative work programmes with partners; and, The choice of a specific sector for each targeted country based on in-depth contextual analysis.

The International Trade Center (ITC) implemented the NTF II, designed on the basis of national projects, with the objective of creating sustainable exporter competitiveness in strategically important trade sectors of selected countries: Bangladesh (Information Technologies); Kenya (avocados, fresh fruits and mangos); Senegal (mangos); South Africa (Rooibos Tea and automotive parts); and Uganda (coffee). Due to the time period which is necessary to generate effects after programme completion, the Programme management required that the present evaluation should only focus on the purposes of accountability and governance/management, while leaving the assessment of impact to a second evaluation in 2014-2015.

Relevance through partnership - At this stage, the main finding from the present evaluation is that creating exporter competitiveness for small and medium-sized enterprises (SMEs) through a TSI-centred value chain based approach, is successful and should be encouraged in similar initiatives. NTF II programme content and approach were highly relevant. Evidence is primarily based on national projects having been implemented through selected national Trade Support Institutions (TSIs) who were willing to invest their own resources in the programme and share programme cost. NTF II was especially successful where TSIs were committed and already working to improve the performance of the sector in question. ITC's technical support to these TSIs took largely the form of value chain analysis and related skills and capacity building. In general, combining sector-specific/technical TSI(s) with one general/political TSI coordinating general project implementation, proved to be successful. In the end, the programme was strong and well-adapted to circumstances. The TSI and sector selection processes were robust, reliable and valid. Throughout this document, this approach is referred to as the "*NTF Model*".

The exception is in Kenya where the project did not meet expectations. There was increasing misalignment of the project with the TSI's evolving agenda. Implementation became a problem as the buy-in into the project diminished over time. The issue is not attributable to poor project design but to failure of NTF II in early reacting to early signs of difficulties encountered in this specific project through active risk management.

Management through accountability - In terms of governance, the CBI/ITC partnership was well coordinated, and allowed for effective and efficient decision making. This, coupled with the appropriate resource allocation channels and flows, made possible the implementation of such a complex programme in a short time span. The phased involvement of the CBI (more during the design phase and less during the implementation phase) in the governance structure, proved essential for openness, transparency and accountability. It is recommended to deepen this governance model further by involving partner TSIs in Steering Group issue related discussions.

In terms of management, an efficient though simple and flexible approach was taken. This management approach ensured effective communication between all stakeholders, and helped to gain buy-in from beneficiaries and partners. The successful projects in NTF II have followed an approach combining the inclusion of beneficiaries and partners in the decision process and operations, while avoiding overdependence on one single partner for implementation. In general terms, the dedicated project managers and national coordinators oversaw an inclusive decision-making process that managed risk and addressed challenges effectively. In the future, ensuring an early and clear understanding of the programme's approach in terms of rules of engagement for the TSIs will avoid possible misunderstandings, in particular those related to financial control procedures that could otherwise be perceived as demonstrating mistrust to TSIs.

The decentralized management structure where ITC managers demonstrated high degrees of responsibility and accountability, enabled in most of the cases, the project teams to act quickly to needs and challenges in a timely manner. Issues created by local conditions, beyond the control of the project, might have possibly been overcome with earlier senior management intervention. The system linking decentralized management to CBI/ITC senior managers' oversight and strategic guidance, proved to be efficient and successful. Flexibility was seen in the way ITC technical advisory support was combined with input from international and national consultants in an efficient manner over the various projects, depending on need.

The one exception to programme flexibility was with the inability to allow unspent funds to be transferred to the following year. Alternatively, the results-based management (RBM) monitoring and evaluation (M&E) improved over the course of the programme, progressing from no pre-defined specific RBM criteria to a monitoring system where reporting occurred regularly and was of good quality. The RBM reporting only occurred at the end of the programme. ITC is encouraged to develop an effective RBM framework at the beginning of similar programmes, so as to make sure that expected results are measured using a relevant and objective methodology.

Effects and sustainability to be validated - In terms of building the capacity of the TSIs, the 'learning by doing' approach is pertinent for improving exporter competitiveness, as was seen by the selected TSIs' capacity to deliver value chain-related services to SMEs. Additionally, the acquired capacity showed every indication of being directly and independently used by TSIs thereafter, not only to deliver services on an on-going basis but also in combination with an increase in their service portfolios. Programme sustainability underpins financial sustainability for the TSIs, as there is the increased possibility of generating revenues. In future initiatives, TSI fee structures should be monitored and special attention should be devoted to foster TSIs to financially sustain their services.

For SMEs that were engaged with this programme, they now possess enhanced tool kits that enable them to become more internationally competitive, largely through their better understanding of European demand and quality standards requirements. This was especially the case for those that were more export ready from the start. In future initiatives, developing a profile of participatory SMEs in terms of their export readiness should be considered as a priority, while not overlooking those SMEs that are not yet export ready.

These preliminary findings gathered by the present evaluation on the NTF II effects on beneficiaries will have to be checked by this impact evaluation. In particular, the future impact evaluation is encouraged to assess the continuing capacity of partner TSIs to generate positive change for beneficiary SMEs in terms of exports generation and improvement of the value chain.

Main conclusions – In the overall, NTF II has positively contributed to ITC’s second corporate objective to “*enhance trade support institutions and policies for the benefit of exporting enterprises*”. Key success factors have been symbiotic: a combination of TSI commitment and a properly resourced NTF II. Future programmes should pay more attention on the importance of enhancing the financial and operational sustainability of TSIs. In terms of ITC’s third corporate objective to “*strengthen the export capacity of enterprises to respond to market opportunities*”, elements indicate that the programme has achieved results. In future endeavors, efforts will be required to consolidate results on SMEs, and a more tailored approach is advisable for those SMEs who are not export ready yet.

Summary table of findings, supporting evidence and recommendations

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
<p><i>The NTF Model: The NTF has confirmed the validity of TSI-centered value-chain based approach to create exporter competitiveness in selected sectors. The NTF Model should continue to affirm the central role of TSIs who are committed to obtain results in terms of exporter competitiveness and the need for these TSIS to have sustained capacity.</i></p>		
<p>Overall approach:</p> <p>The NTF II has confirmed the validity of the value-chain based approach to create exporter competitiveness in selected sectors through its ability to:</p> <ul style="list-style-type: none"> • enhance TSIs’ capacity to deliver services to the SMEs along the sector value chain in question; • improve SMEs’ capacity to rendering them more export competitive and increase their exports <p>The approach has proved to be</p>	<p>The value chain approach was well understood and valued by the TSI’s as evidenced by their willingness to invest in the programme and deliver specific services that addressed needs of exporters for:</p> <ul style="list-style-type: none"> • understanding the requirements of new markets through meetings with market representatives • capacity building for the clients enabled through training (e.g. obtaining certification) • marketing campaigns and action plans development 	<p><u>Recommendation 1:</u> ITC is encouraged to pursue and expand the NTF Model based on creating exporter competitiveness for SMEs through a TSI-centered value-chain based approach.</p>

¹The background for these recommendations is detailed through key learnings and suggestions at the end of each section of chapter 4.

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations¹
<p>successful when the newly acquired capacity and knowledge was then directly used by TSIs to deliver services to the SMEs.</p>	<p>specific to their situation among other activities</p> <ul style="list-style-type: none"> • TSI's willingness to allocate increasing resources to value chain related services in all projects. <p>In the overall, there is initial evidence that SMEs were starting to change their approach to exporting depending on readiness.</p> <p>The more quickly the improved capability became part of a TSI's standard package of offerings the better.</p>	
<p>Cohesive approach:</p> <p>The NTF II design enabled a more cohesive approach to sector development as it relied on networks that were flexible and adaptable to need.</p> <p>The successful delivery architecture was made possible by:</p> <ul style="list-style-type: none"> • A simple and efficient core network set-up combining one or two sector specific/technical TSI(s) and one general/political TSI coordinating general project implementation with the other offering sector specific/technical help to SMEs; • Avoiding the prominence of, and overdependence on, one single partner for project implementation. <p>This cohesive approach, as strong as it is, could not overcome all the challenges brought about by local conditions or risk factors.</p>	<p>The network approach enabled the projects to address the gaps in the value chain regardless of sector</p> <p>This was done differently with different projects with some organizations playing a more technical or specialised role of scaffold while others were umbrella organizations – supporting or facilitating accordingly.</p> <p>Problems occurred where:</p> <ul style="list-style-type: none"> • Political risk proved too high (Yemen) • Where TSI's were not operational during the project (Senegal). • Where resources were concentrated into a single institution. (Kenya) 	<p>Recommendation 2: NTF is encouraged to use the general model combining sector-specific/technical TSI(s) and one general/political TSI coordinating general project implementation.</p> <p>(While the components of a comprehensive approach may be similar in all cases their interaction and structure may vary according to need and capability.)</p>
<p><i>Governance and Operations: NTF II has successfully implemented, and is encouraged to deepen in the future, an innovative governance model combining local stakeholders' empowerment and management efficiency.</i></p>		
<p>Good Communication:</p> <p>Communication protocols and strategies between TSIs and Geneva were well designed. Both the project managers and national project coordinators in the field were essential to communication</p>	<ul style="list-style-type: none"> • There were regular meetings and follow ups from managers in Geneva with timely interventions when needed (as with staff turnover); • The dedication of the managers 	<p>Recommendation 3: ITC and CBI are encouraged to continue with CBI's phased involvement in the governance structure of a possible future similar programme, since it has proved essential for openness, transparency and accountability.</p>

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations¹
<p>protocols working well.</p> <p>The programme has been successful in its management recruiting. The dedication of the National and project managers was key to success.</p>	<p>to the success of the project and program was evident</p>	<p>Recommendation 4: NTF is encouraged to deepen its governance and operations model based on:</p> <ul style="list-style-type: none"> • Decentralized management; • Senior managers' oversight and strategic guidance; and • Inclusion of beneficiary partners in the decision process and operations. <p><i>TSIs should be involved in the Steering Group issue related discussions</i></p>
<p>Inclusiveness:</p> <p>Including partners in the decision process has been a decisive component for success of the NTF Model. It has fostered a sense of ownership and the active participation of counterparts in the operations and has enhanced more relevance.</p>	<ul style="list-style-type: none"> • All TSIs were included in all process decisions from design through implementation as well as in production of documents and through their involvement in the learning by doing components. 	
<p>Appropriate Line of Authority (Decentralized):</p> <p>Overall, the decentralized approach worked well:</p> <ul style="list-style-type: none"> • When ITC project managers were given high degrees of responsibility and accountability; • While being backed by senior managers' oversight and strategic guidance. 	<ul style="list-style-type: none"> • ITC managers were able to act quickly to needs and challenges arising over the course of the projects • The Kenya situation might have benefitted from earlier intervention by senior managers 	<p>Recommendation 5: NTF is encouraged to increase the use of:</p> <ul style="list-style-type: none"> • National consultants, wherever possible. • Memoranda of Understanding for fund management at the national level, with local counterparts to establish longer lasting interaction.
<p>Appropriate Resource Allocation Channels:</p> <p>Resource allocation channels well adapted to circumstances and was efficiently managed especially given the short time span for execution</p> <p>The right incentive structure was in place for speedy and appropriate utilization of funds.</p>	<ul style="list-style-type: none"> • Different resource allocation procedures were used effectively, notably when MoU's were used to simplify procedures thereby avoiding the 'sprint and wait' mode of resource allocation. 	
<p>Governance:</p> <p>The partnership approach to governance in which CBI and ITC had shared roles in the oversight of the programme's implementation ensured effective and efficient strategic decision making.</p> <p>The phased approach which saw CBI's participation in the governance structure was lighter when the design phase ended.</p>	<ul style="list-style-type: none"> • Discussions by both parties on the strategic way forward at each meeting and regular visits in the field by both institutions allowed for regular follow up of the programme's status. It also allowed for representatives from both institutions to take decisions based on discussions and consultations. • The phased partnership approach was well balanced as CBI played more of an oversight role and ITC was taking the lead on actual implementation 	
<p>Control system: <i>The monitoring system is important to ensure that the change expected in the capacity of TSIs and its benefits to SMEs remains valid and that the many risks that exist in context of political, capacity and implementation problems intrinsic to low income countries are taken into account. To this</i></p>		

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
<i>end there are both successes and improvements required.</i>		
<p>Employing RBM:</p> <p>The criteria to collect and disaggregate monitoring data evolved over different programme phases:</p> <ul style="list-style-type: none"> • The initial criteria were relevant to project development during the design phase. However, no pre-defined specific RBM criteria were used. • Thereafter, generally good reporting occurred although some information and data were linked to activities and less on results. By 2011, reporting was already more results oriented, anchored by analysing outputs per project. • The projects had problems meeting the planned reporting schedule with some only reporting on RBM indicators at the end of the programme. • In one case, reporting lacked a sense of priorities and resulted in more important and even strategic issues not being dealt with. • The development of the quality of the 2011 RBM framework helped improve monitoring data and information collected progress with reports using this RBM framework albeit not reporting on all indicators. 	<ul style="list-style-type: none"> • Having the continuous evolution of the projects at specific moments during the projects' implementation later allowed for a more systematic follow up on the projects and helped increase the effectiveness of the Steering Group (SG). • Generally speaking, the progress reports have been meticulously reviewed by CBI as comments are made on the draft versions. • SG minutes showed that certain issues reported on were not strategically addressed or addressed late in the process as with Kenya. Initially, decisions taken by the SG were general and did not involve practical solutions. With a later QA report and field visits of the SG, some strategic decisions were taken. The QA pointed to the seriousness of the situation. • The RBM framework strictly respected RBM theory and practice. 	<p><u>Recommendation 6:</u> The NTF is encouraged to build on its successes to strengthen the relevance and effectiveness of its control system through:</p> <ul style="list-style-type: none"> • Ensuring the prioritization of the more important risks to programme success during governance meetings so they can be addressed strategically, in particular by conducting QA missions earlier in the programme; • Developing an RBM framework at the beginning of similar programmes to make sure that expected results are measured using the relevant and objective methodology; • Ensuring that reporting requirements are realistic in the monitoring and reporting system and that enough resources are allocated to the task; • Using systematically the RBM framework in all reporting on results with close management oversight.
<p>Monitoring:</p> <p>The monitoring process was effective, played a central role in the programme governance and proved adaptable to changed circumstance</p>	<ul style="list-style-type: none"> • The reduced time span for programme implementation (2 years), required adjustments to the M&E process (no mid-term evaluation). 	
<p>Assessing Risk:</p> <p>Although the risks were identified and generally dealt with, the risk mitigation approaches proposed did not always identify or solve the issues in a timely manner.</p>	<ul style="list-style-type: none"> • Timely decisions were not taken based on identified risks as with FPEAK in Kenya resulting in lost commitment to the programme. • CFAHS was not sufficiently structured to absorb the programme's support. • Adjustments were made to 	

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
	compensate for this.	
<i>Country project design: The methodology used for designing the country project has been successful and should be streamlined to allow for adequate time and resources focusing on implementation.</i>		
<p>TSI Selection:</p> <p>For TSIs, the proper application of principles as found in the programme NTF II Guide² proved robust and reliable in almost all cases.</p> <p>Care must be taken to balance current capacity of TSI's with an ability to grow and expand in sustainable ways.</p>	<ul style="list-style-type: none"> • TSI selection: The TSI selected were appropriate institutions with potential for growth because: • The guidelines for their selection were followed vigorously. • Selection was based on the idea that they could cover the full value chain and address any gaps. 	<p><u>Recommendation 7:</u> NTF should continue applying the Guide for the selection of TSI's along the following lines following elements:</p> <ul style="list-style-type: none"> • Pre-defined roles for TSIs; • Membership profile of TSIs and their coverage of the value chain; • Balance between the need for strengthening the TSIs, and their capacity to deliver, depending on the sector and the TSI.
<p>Choice of country/sector:</p> <p>Country and sector selection proved valid and robust overall as enabled by:</p> <ul style="list-style-type: none"> • For countries - a consistent but unclear selection criteria that mainly built on existing relations; • For sectors, an approach that was strategic, reflecting country and sector priorities and potential 	<ul style="list-style-type: none"> • For country selection The Export Opportunities Scan of the Pre-Selected Countries (EOS) used four main criteria in country selection that were conceptually valid but were hard to assess consistently as there was no clear methodology and a large quantity of data was presented in its raw state. • Sector selection: In-country consultations gave an understanding of the likely commitment of the sector to trade development, indicating partner buy-in. 	<p><u>Recommendation 8:</u> NTF is encouraged to continue using a three-phased approach for the design of new initiatives with the following improvements:</p> <ul style="list-style-type: none"> • Programme planning should involve longer time spans with possibility of extension. There should be four full years allowed for implementation. • Budgets should be better aligned to program stages and time lines better reflect the level of effort involved.
<p>The three phased approach (process):</p> <p>This approach resulted in an overall strong and well-adapted programme design that was efficient, exhaustive, and detailed. Under current time lines the design stage was time consuming leading to less time for implementation.</p> <p>The budget process: There were rigidities in the budgetary process</p>	<ul style="list-style-type: none"> • The programme's content had to be adjusted once the actual implementation started as only about two years of the planned four years were left at the end of the design process. • Amounts not spent for implementation were not transferable to the following years' budgets and the financial resources were 	

² ITC, May 2010 Rules of Engagement NTF II: Guide for the Design and Implementation of NTF2 Projects.

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
<p>since unspent funds from one year could not be transferred to the following year.</p> <p>The assistance delivery process: The learning by doing method proved effective for capacity building</p> <p>The three methods of technical support³ worked best when there was an appropriate and well thought out mix of the three.</p> <p>The successful delivery approach was when TSIs were involved in the projects' management and at the same time when their capacity to deliver services to SMEs was enhanced. (see also Management)</p>	<p>lost.</p> <ul style="list-style-type: none"> • Demonstrated success of this method has been largely due to extensive and sound preparation • With a few exceptions the forms of technical support chosen were suited to programme and project needs • The TSIs were involved in the drafting of ToRs, in selecting consultants and firms and in coordinating the training efforts for the clients. Some TSIs were directly involved in the delivery of the services. Many were also involved in administrative and logistical efforts for project implementation. 	
<p>Preliminary results:</p> <ol style="list-style-type: none"> 1. <i>NTF II has positively contributed to ITC's second corporate objective to "enhance trade support institutions and policies for the benefit of exporting enterprises". Key success factors have been symbiotic: a combination of TSI commitment and a properly resourced NTF II. Should there be future programmes, more attention should focus on the importance of enhancing the financial and operational sustainability of TSIs.</i> 2. <i>There are elements that indicate that NTF II has contributed positively to ITC's third corporate objective to "strengthen the export capacity of enterprises to respond to market opportunities". In eventual future endeavors, efforts will be required to consolidate results on SMEs, and a more tailored approach is advisable for those SMEs who are not export ready yet.</i> 3. <i>This preliminary evidence on results will have to be validated by an impact evaluation.</i> 		
<p>TSI partner capacity and experience:</p> <p>NTF II has a record of interesting results for the majority of the projects:</p> <ul style="list-style-type: none"> • New and modified programme of work of the TSIs emerged as a result of NTFII efforts • Staff showed improved competencies as a result of NTFII training <p>The sustainability of these results will require further efforts.</p>	<ul style="list-style-type: none"> • Most TSI's adapted to and absorbed NTFII efforts in timely fashion • Among the TSI service portfolio enhanced were B2B meetings, Commodity Working Groups, a Business Intelligence Unit, training and skills enhancement • In strategic planning, M&E and use of network tools among others • Over time, NTF II was no longer aligned with FPEAK's evolving agenda and FPEAK felt it lacked 	<p><u>Recommendation 9:</u> Due to sustainability concerns, ITC and CBI are recommended to keep the same countries, sectors and TSIs for an eventual successor to NTF II except for Kenya (unless with other sectors/TSIs) to the extend it is possible.</p>

³ Direct ITC support, International consultant, domestic consultant

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
	ownership of the Kenya project leading to lack of buy-in.	
<p>NTFII Capacity:</p> <p>NTF II was designed in a financially sustainable way. Resources for other capacity building efforts for partners was sufficient to sustain activities</p>	<ul style="list-style-type: none"> Financial constraints did not impede NTFII programming 	
<p>TSI Capacity and sustainability:</p> <p>TSI's proved to be the right instrument for strengthening SME's on a sector basis</p> <p>TSI's are looking to gain the capacity to improve self-generated revenues as a result of NTFII interventions</p> <p>The benefit in terms of TSI's capacity largely depends on TSI's commitment and the effectiveness of the "learning by doing" approach.</p> <p>This is why it is important to promote and preserve trust with TSIs and facilitate an early and good understanding of operational rules.</p>	<ul style="list-style-type: none"> The capacity building undertaken with TSI's was translated into effective programming for export improvement to SME's There are plans for fees for services from clients One TSI is becoming an export agent (Uganda) Misunderstanding on standard ITC audit/ due diligence requirements generated mistrust. One TSI did not understand the restrictions the programme was imposing concerning the spending on material needs. 	<p><u>Recommendation 10:</u> A future similar programme should pay increased attention to promoting and preserving mutual trust with partner TSIs. It is recommended to focus on strengthening TSIs with special attention on:</p> <ul style="list-style-type: none"> Fostering TSIs to financially sustain their results (increase income generation activities geared to continued service provision) and ensure buy-in amongst stakeholders. Fees structures should be monitored. Supporting TSIs through introduction course to ITC procedures and an early and unambiguous clarification that participation in NTF Model involves TSIs' financial commitment and in-kind contributions.
<p>SME Competitiveness</p> <p>NTF II interventions and value chain analysis enhanced the competitive strengths in some SMEs thereby enabling better positioning for exports</p> <p>The SMEs that reached most results were the ones that were already export ready. For the others, the TSIs endeavoured to establish a business oriented mentality for the producers who were still struggling with basic building blocks of business management.</p>	<ul style="list-style-type: none"> NTFII/TSI technical support enabled but was not limited to SME's: <ul style="list-style-type: none"> learning how to market themselves as a result of training and B2B meetings. obtaining certification Short term export improvements reflected SME's that were more export ready. The less export ready SMEs still need services TSI/NTF supported services. 	<p><u>Recommendation 11:</u> Future similar programmes are encouraged to support TSIs in enhancing SME competitiveness by:</p> <ul style="list-style-type: none"> Developing a profile of participatory SMEs in terms of export-readiness (determine SMEs' needs according to what export-readiness category each of them belongs). Adapting TSIs' service portfolio for these different categories of SMEs as sectors mature.
<p><i>Impact Evaluation: Preliminary evidence and findings indicate that NTF II has achieved results in terms of TSI strengthening and export generation that will require to be validated through the future impact evaluation. In any case, continuity and ensuring increased competitiveness will be the challenges for any future investment.</i></p>		
<p>Preliminary impact:</p>	<p>NTF II progress reports indicate that:</p>	

Findings: identified problems/issues/good practices	Supporting evidence/examples	Recommendations ¹
Some SMEs have increased their exports to Europe.	<ul style="list-style-type: none"> • 52% of the Bangladeshi project beneficiaries mentioned they had increased exports to Europe in 2012 thanks to the NTF II project. • 11% % increase of export value of Senegal mangos • NUCAFE developed contact with 8 buyers / importers 	<p><u>Recommendation 12:</u> The impact evaluation is encouraged to focus on the following topics for assessment:</p> <p>SMEs:</p> <ul style="list-style-type: none"> • Measure and verify data concerning actual impact on SME export competitiveness (change in export volumes) • Measure and verify data concerning actual impact on SME certification and verification processes <p>TSIs:</p> <ul style="list-style-type: none"> • Continuity in TSIs delivering new value-chain related service portfolio to the clients. • Competitive effects of the support given by TSIs as a result of NTF II support. • TSIs institutional structure and capacity to both receive NTF support and implement learning-by-doing approach to the benefit of SME's • Changes in design of the program that might be required as it matures • Sectors possibility to retain or gain a comparative advantage within the time frame of the programme • Level of implementation of the CBPs
<p>On Sector Competitiveness:</p> <p>Beneficiaries in the sectors selected proved responsive to NTFII efforts to improve market intelligence and analysis but it is too early to say if that has translated into actions that improve competitiveness</p>	<ul style="list-style-type: none"> • The TSI's and SME's continue to be engaged in the process and wish it to continue as evidenced by good participation in the development of the CBPs (Kenya), the updating of the coffee NES (Uganda), good strong a participation of the beneficiaries for Gap Analysis in South Africa. 	
<p>Beneficiaries:</p> <p>NTF II actions resulted in the enhancement of the TSI's services so that some SMEs took immediate action to improve their export readiness.</p> <p>Better understanding of the European demand and the quality standards requirements enabled the majority of SMEs to take action. Studies and papers were more useful for the TSI's</p>	<ul style="list-style-type: none"> • Two Senegal mango exporters met European Global Gap standards and thus started to export and others increased their exports as they were already exporting. • In Uganda, coffee producers from 17 farmers associations (summing to about 5,000 members) are in the process of being 4 c verified to meet coffee standards for export. • Beneficiaries from three out of five projects mentioned that face to face meetings made the learning experience on the quality standards and European demand clearer. This is supported by the progress reports. 	

1. INTRODUCTION

The evaluation has been conducted by Mr. Alexandre Daoust as Evaluation Expert with the support of Mr. William Cowie and, under the overall management of the Evaluation and Monitoring Unit of the ITC.

The report is structured as follows: In the present introduction, the evaluation's purpose, scope, questions and criteria are depicted and the evaluation audiences are depicted. In the second Chapter, the evaluation methodology is presented with accompanying evaluation strategy, approach and data gathering and analysis methods. This chapter is completed by a detailed methodology described in Annex 2. Chapter 3 briefly describes the programme and its projects. Chapter 4 follows with the evaluation analysis. This core chapter is divided into 5 sub-sections: a quick assessment of the overall approach which introduces the design and operational model's assessment in terms of effectiveness. The 3 remaining sub-sections respectively address programme and projects management, governance and results. The report ends with a series of annexes accompanying and completing the core of the text.

1.1. Evaluation Purpose, Scope, Questions and Criteria

This section summarizes, on the basis of the Terms of References (ToRs), the purpose, scope questions and criteria of the NTF II Evaluation.

As indicated in the ToRs developed by the ITC, the purpose of the NTF II Evaluation reads as follow⁴:

The evaluation will explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. The present evaluation will focus on the purposes of accountability and governance/management. It will be followed in 2014 by a second evaluation that will focus on impact issues. Therefore, the present evaluation should pave the way for the 2014 final evaluation. The evaluation will in particular:

- Account for the achievements of programme outcomes and outputs as per the Programme/projects Results Based Management Framework (RBM), and gauge the main programme results in terms of cost-benefit;
- Analyze the cooperation model between beneficiaries and partner institutions in the field, [Centre for Imports Promotion (CBI)], and ITC from the point of view of integration and cohesion of the trade-related technical assistance in response to their priority needs;
- Make recommendations regarding the programme structure and contents, taking into consideration a possible extension and expansion of the programme to other countries;
- Make recommendations regarding the governance structure developed and implemented for the programme by ITC and CBI, and the programme management structure in Geneva and in the field (in particular through a comparative analysis of the five NTF II countries), and the quality assurance process.

⁴The following information has been directly taken (copy/pasted) from the ToRs. International Trade Center. January 2013. *Evaluation Terms of Reference: NTF II Programme*. p.4

The evaluation documents the specific context in which the programme and its country specific projects are implemented with a view to taking into account the complexity and evolving nature of each sector and country.

The evaluation of the NTF II Programme and its projects concentrates on the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)'s standard criteria: relevance, effectiveness, efficiency and sustainability. The present evaluation grants somewhat less attention to the impact the programme has had on the beneficiaries (in quantitative terms) since an impact evaluation (IE) will be carried in 2014 (cf. Terms of reference in Annex 7). Rather, all information and data collected and the analysis, findings, conclusions, lessons learned and recommendations based on them should be used in 2014 as preliminary material to move forward with a more in depth IE. Accordingly, all the data collected and processed through the present evaluation will be provided to EMU in an orderly manner so as to facilitate this final evaluation. The IE team will be able to use the evaluation contents as background but also as comparative elements (the interview material could be used to measure change in opinion, level of satisfaction and ideas over time). In addition, since the present evaluation focused more on qualitative data, the IE will be able to support the statistical findings with the qualitative information.

Thus, the following table depicts the key evaluation questions and criteria for the present evaluation.

Table 1 Key Standard Definitions for Evaluation Criteria

Question 1: What has been achieved? (re. development results)	
Relevance (note 1)	The extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. The appropriateness of development interventions in a given sector, region or country
Effectiveness (note 1)	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance
Sustainability (note 1)	The continuation of the benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time
Question 2: How and why were the intended results achieved or not? (re. management factors)	
Efficiency (note 1)	A measure of how economically resources/inputs (funds, expertise, time, etc) are converted to results. Given that cost-efficiency and cost-effectiveness may be complex and difficult to assess, the evaluation team will need all financial information the programme and the EMU can provide.

Notes:

1. Source: OECD-DAC, 2002-2008. *Glossary of Key Terms in Evaluation and Results Based Management*.

1.2. Evaluation Audiences

The NTF II programme is managed by two governance structures: The Steering Group (SG), as the main decision-making body in relations to operational issues; and the Executive Committee (EC), as the advisory committee, taking decisions on strategic orientation of and changes to the programme and general strategic issues. These two management components bring together representatives from both the ITC and the CBI. The ministry of foreign affairs of the Netherlands funds the Programme and CBI is the "budget holder" (controller on how the programme is implemented and how the money is used).

The NTF II evaluation was commissioned by the ITC's EMU as it is a requirement of the programme itself and will be used to assess the Programme's and its projects' overall performance. The evaluation results will be communicated to:

- ITC and CBI senior management, including but not restricted to the SG and the EC;
- The programme's and projects' managers;

- All involved countries' national and local partners (private or public entities).

2. EVALUATION METHODOLOGY

2.1. Evaluation strategy

The evaluation strategy used allows for the evaluation questions presented in the ToRs to be fully addressed in a timely manner. By adopting this strategy, an independent, participative and professional approach is ensured. The methodological principles below guided the evaluation throughout process described in the following pages.

- **Participative Evaluation:** The evaluation consultant fully adheres to the United Nations Evaluation Group (UNEG) guidelines stating that: "...evaluations should be carried out in a participatory and ethical manner⁵..." The consultant made every effort possible to involve as many of the key stakeholders linked in one way or another to the NTF II programme and its projects as possible. To do so, all relevant meetings were meticulously planned with representatives from all organizations in all countries involved⁶:
 - Bangladesh [Dhaka], project level;
 - Kenya [Nairobi], project level;
 - the Netherlands [Amsterdam and The Hague], programme and project level;
 - Senegal [Dakar and Niayes], project level;
 - South Africa [Cape Town, Western Cape, and Kwazulu Natal], project level;
 - Switzerland [Geneva], programme and project level; and
 - Uganda [five main coffee growing regions] project level.

The active participation of the ITC's and CBI's representatives in the organization of these meetings and in the logistics of field missions has hence been of utmost importance to ensure this task was well implemented.

- **Triangulation of Observations and Findings:** The evaluation has applied the information and data triangulation method to answer the evaluation questions raised. To the extent possible, the evaluation consultant cross-checked all findings produced through each line of inquiry with one another (desk research, focus groups, interviews and direct observation⁷) to comprehensively and thoroughly answer the evaluation questions.
- **Participative and Iterative Management:** To ensure the mandate runs smoothly and within proposed timeline, the evaluation consultant used a flexible approach to the management of the evaluation process and took into consideration the points of views of all stakeholders *directly* involved in the mandate. This entailed working in close cooperation with the EMU but also with representatives from the programme (from ITC and CBI). Every deliverable was sent to relevant stakeholders—usually the EMU—for questions, comments and suggestions. During the planning phase of the evaluation, this ensured that tools produced for the mandate's different lines of inquiry by the evaluation consultant were agreed upon by stakeholders and that their quality was judged adequate and sufficient by the latter. During the reporting phase of the mandate (the draft evaluation report), this strategy has/will permit for stakeholders (including programme and projects managers) to correct factual errors and present new points of views and opinions in reaction to findings, conclusions, lessons learned and recommendations integrated in the report.

⁵INTERNATIONAL TRADE CENTER. June 2012. *Evaluation Terms of Reference: Poor Communities and Trade Programme*. p.8

⁶ Please see annex 4 for list of people met and mission dates.

⁷ The only exception will be the South African project: it was decided that there would be no in field visit to both of the projects in that country mainly because of evaluation budget constraints and to a lesser extent because the implementation of the projects was limited to a short period of time and little less results are to be reported on.

- **Application of knowledge:** Throughout the mandate, the evaluation consultant profitably employs its theoretical and practical knowledge in the areas of evaluation, aid for trade, trade related technical assistance, qualitative and (to a lesser extent) quantitative methodologies, Results-based Management (RBM), the ITC, CBI, focus group animation, report writing and all domains considered relevant.

2.2. Evaluation Approach & Data Gathering and Analysis Methods

The methodology adopted for this evaluation was designed to meet the requirements and expectations set out for evaluation in the Terms of Reference (ToR) and to adapt the approach to the specificity of the programme⁸.

An important characteristic of the NTF II programme is that it functions on two levels: programme level and project level. Each of the five projects is linked to a common programme structure defining the overall framework. The evaluation addresses the two levels in each of the lines of inquiry depicted below. To support the evaluation consultant's work toward addressing the two levels, the NTF II has provided the programme's and projects' Result Based Frameworks. The evaluation consultant used these documents to strengthen the evaluation methodology. The documents split all results between programme level results (outcomes) and project level results (outputs). This helped develop the evaluation matrix accordingly and nourished the ability to measure performance of the programme and the projects (please see "step 2" below).

Step 1: Document and literature review

The purpose of this phase was to familiarize the consultant with the NTF II Programme as a whole, and specifically the Programme's five projects.

Step 2: Methodology report

The evaluation's methodology report was mainly based on the expected results of the NTF II programme and its projects. The report provided an approach to assess the extent to which these results have been reached and helped develop an overall picture of evaluation activities so that required staff, time and resources were identified and mobilized. The report contained, amongst many other important evaluation methodology elements, an *approved* evaluation matrix.

Step 3: Development of data collection tools

The basic data collection instrument for the evaluation is the evaluation matrix which, once approved, led to the development of a series of data gathering tools: document review data collection matrix and customized interview protocols and focus group discussion guides that were used with various groups of respondents. All tools focused on the essential issues pertaining to the evaluation exercise and allowed the respondents to define and/or validate them. *The data gathering tools were approved by the EMU.*

Presented below is the set-up of data collection methods by project⁹.

Projects	Data collection methods				
	Document review	Face to face/ phone interview	Group interviews	Focus group	Field observations
Programme level	x	x	x		
Bangladesh	x	x	x		x

⁸ The present section 2.2 is a summary of the methodology used during the evaluation implementation. To have the full detailed description of the approach, methodology and data collection steps, please see annex

⁹ All arrangements for data collection methods will be specified in the following weeks.

Projects	Data collection methods				
	Document review	Face to face/ phone interview	Group interviews	Focus group	Field observations
Kenya	x	x	x	x	
Senegal	x	x		x	x
South Africa	x	x			
Uganda	x	x		x	x

Step 4: Interviews with key stakeholders in the Netherlands & Switzerland

Interviews with key agency stakeholders (CBI and ITC) were conducted in The Hague, Amsterdam and Geneva to obtain qualitative information on the evaluation process and on the programme and project management.

It is to be noted that interviews were also conducted with end market company representatives in The Hague and Amsterdam concerning the Bangladesh project. These companies were involved in many of the Bangladesh project's activities and thus collecting their impressions on the results reached that concerned them was important to cover the full stakeholder spectrum.

Step 5: Interviews and Focus groups with key stakeholders & field visits to programme and projects locations in countries

During the two missions, in February/March and April, the evaluation consultant conducted in-person interviews with a large number of parties involved in the programme. Also, a limited number of focus groups were animated with the community groups benefitting from the projects. However, it is to be noted that no country visits were planned for the two projects in South Africa mainly because of evaluation budget constraints and to a lesser extent because the implementation of the projects was limited to a short period of time. Phone or Skype interviews are hence being organized to make sure all relevant stakeholders are interviewed.

3. BRIEF PROGRAMME DESCRIPTION

The NTF II programme was developed on the basis of the recommendations of the evaluation of NTF I. The main pillars supporting the programme which were integrated in the Partnership Agreement and followed during the programme implementation are:

- The choice of a specific sector for each targeted country based on in-depth contextual analysis;
- Yearly development of work plans based on pre-defined strategic objectives and production of biannual progress reports;
- The organization of regular documented meetings at the steering group level
- The design of strategies and general means that address constraints and gaps in the value-chain of the sectors selected, from the producers to the exporters through Trade Support Institutions (TSIs);
- The support to TSIs play a central role and are capacitated to adopt a sector approach to export development;
- The specific adaptation of tools and interventions of the programme to the selected countries, TSIs and beneficiaries, using local knowledge and expertise; and

- Synergies between activities undertaken through the NTF II programme and other donors' initiatives¹⁰.
- NTF II also differs from NTF I in the governance structure utilized for the implementation of the programme. This is a result of the NTF I evaluation's recommendations. The governance structure globally defines the role of the two main institutions involved in the programme: CBI is budget-holder and, jointly with the ITC, takes care of the quality assurance and hires the Quality Advisor (QA)¹¹. CBI was fully involved in the design phase of the projects. When implementation started, ITC took the lead while the Steering Group took on the QA role. In addition, CBI with ITC, through the SG, ensured that the programme was progressing well and that resources were used effectively to achieve the agreed results with ITC as the Executor of the programme¹². ITC had a lot of flexibility to move resources from country to country based on progress and upon approval by the SG.

Based on the partnership agreement, the programme was developed as follows. The overall objective of the NTF II programme is: "the creation of sustainable exporter competitiveness in selected potential export sectors and selected [Centre for Imports Promotion (CBI)] partner countries". The programme can be described as follows:

Table 2: Programme level information

Programme Title	Netherlands Trust Fund II Programme
Duration	April 2009 – March 2013 (with extension to June 2013 for the implementation of some activities, no additional funds)
Budget	Maximum annual funding of USD 3,97 million per year (Up to USD 15.8 million in total)
Overall Objective	Creating sustainable exporter competitiveness in selected potential export sectors / countries
Purpose and Results	Purpose: Enhancing the capacity of TSIs' to support the exporters of the selected sector in accessing the EU market Results: Addressing value chain constraints to enable export-compatible quality and quantity of exports
Theory of Change	The change the programme wanted to implement was to strengthen/enhance the TSIs to counter the constraints along the full value chain of the sectors addressed at specific strategic links where ITC's support could make a difference. By working to strengthen the institutional infrastructure, the full value chain would become more competitive in the international market.
Stakeholders	ITC, CBI, and Ministry of Foreign Affairs, ASEPEX (Agence sénégalaise de promotion des exportations) BASIS (Bangladesh Association Software and Information Services) CBI(Centre for the Promotion of Imports) CFAHS (Coopérative Fédérative des Acteurs de l'Horticulture du Sénégal) DCCI (Dhaka Chamber of Commerce and Industry) UFA (Ugandan Coffee Farmers Association) FPEAK (Fresh Produce of Association of Kenya) HCDA (Horticultural Crop Development Authority) NTF II (Netherlands Trust Fund Programme II) NUCAFE(National Union of Coffee Agribusiness and Farm Enterprises) SARC (South Africa Rooibos Council) UCDA (Uganda Coffee Development Authority) UEPB (Uganda Export Promotion Board),

This information guided the whole programme and was the building block for the design phase. The CBI *Project Phases and Governance Structure* power point document depicts how the design phase should take place. It is based on five main steps:

Preparation: Country, sector and institution desk research¹³;

¹⁰ CBI/ITC. *Partnership agreement NTF II*.

¹¹ Through a QA Advisor that worked for the SG, the latter monitored the quality of both the projects and the overall cooperation on a continuous basis, and this was then fed back into ongoing projects where improvements are needed.

¹² CBI/ITC. October 26th 2009. *TraISuRE Trade Infrastructure Support to Reach Export Markets: Meeting to Discuss Governance Structure and Project Set-up*. 10 p.

¹³ The preliminary desk research led to the development of the following document: ITC. 2009. *Export Opportunities: A Qualitative and Quantitative Analysis. Export Opportunities of Pre-selected Countries for the ITC-CBI Partnership Programme. Final Draft Report*. 207 p.

Identification: Inventory and analysis in the field, export potential, TSI / institutional framework, donor community;

Feasibility: Assessment of the selected institutions, advice if, and with what TSI to start interventions. Draft Start Document (incl. Logframe at result level) and

Formulation: Starts with detailed results, roles and responsibilities, firming up partners' commitment, description of the overall interventions, planning, and task division.

Implementation and Monitoring & Evaluation: Design of country project yearly Work Plan and implementation of activities in accordance with Work Plan; and Review of progress and guidance for subsequent stages¹⁴.

From these steps, three missions were organized per country. From these missions stemmed three sets of documents per country/project: identification mission reports; feasibility mission reports; and the project documents themselves. The NTF II programme is built on five distinct country-specific projects described in the project documents.

Common outcome level result based framework - These country-specific projects are managed administratively through a programme level governance structure which is itself built around a common outcome level result based framework. Although the projects are distinct at the output level, they have a common objective and common outcomes:

The overall objective of the NTF II programme is: "the creation of sustainable exporter competitiveness in selected potential export sectors and selected (CBI) partner countries".

- **Outcome 1:** Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain
- **Outcome 2:** SMEs improve their export competitiveness sustainably based on the support provided by TSIs¹⁵

As mentioned in the Monitoring and Evaluation (M&E) document containing the common outcome level result based framework: "The assessment of the achievements of these two outcomes will be based on the consolidation of the results achieved by each individual project¹⁶." Thus, the programme was very decentralized and existed through its projects mainly, all the more during the implementation phase. However, the evaluation is required to inform about the coherence between the common outcome level results and the single country project outcome and output level results.

Here is a summary of the projects' content:

Table 3: Bangladesh information

Project Title	Creating Sustainable Exporter Competitiveness in the Information Technologies (IT) and IT-Enabled Services (ITES) Sector
Duration	April 2009 – March 2013
Budget	2,17 million (including management and support costs not including cost share) total expenditure reached 2.33 million by June 2013.
Overall Objective	To build sustainable exporter competitiveness in the IT & ITES Sector in Bangladesh
Expected Project Outcome	Competence of Bangladeshi partner Trade Support Institutions (TSIs) to develop and implement a modern business model for effectively linking Bangladeshi IT and ITES exporters to European (EU) companies built and sustained
Expected Outputs	<ul style="list-style-type: none"> • Viable commercial relationships between Bangladeshi suppliers and European buyers are established. • Capacities of TSIs enhanced to provide a demand-driven and sustainable Business to Business (B2B) linking service to SMEs in the IT and ITES sectors

¹⁴ CBI. 13 and 14 October, 2009. *Project Phases and Governance Structure*. PPT document, slide 2.

¹⁵ Please see evaluation matrix for a complete view of the RBF.

¹⁶ ITC. 2011. *Overall Programme Results Based Framework*. p. 1

Project Title	Creating Sustainable Exporter Competitiveness in the Information Technologies (IT) and IT-Enabled Services (ITES) Sector
	<ul style="list-style-type: none"> Bangladesh us better branded and marketed within specific segments in selected target markets
Theory of Change	By enhancing the capacities of the Bangladeshi TSIs to provide B2B services to the national IT and ITES SMEs and by improving the country's branding and marketing in the sector, the project is to help establish the relationships between Bangladeshi suppliers and European buyers. The TSIs would hence be better equipped to build a national business model adapted to the country context to continue strengthening the linkages between the Bangladeshi IT and ITES companies and the EU companies.
Trade Support Institutions (TSIs)	<ul style="list-style-type: none"> Dhaka Chamber of Commerce and Industry (DCCI) Bangladesh Association Software and Information Services (BASIS)

Table 4: Kenya information

Project Title	Creating sustainable exporter competitiveness in the Tree Fruit Sector in Kenya
Duration	April 2009 – March 2013
Budget	US\$ 1,5 million (including management and support costs not including cost share)of which 711,506
Overall Objective	Improve the export performance of the tree fruit sector in Kenya by creating greater exporter competitiveness thereby enabling low income farmers and SMEs to benefit from increased exports of fresh and processed tree fruits.
Expected Project Outcome	Fresh Produce Exporters Association of Kenya (FPEAK) will be able to sustainably develop and execute Commodity export Business Plans (CBPs – the CBPs are highly concrete, business-oriented plans that lay out targets and identify roles for the many participating actors). The project will focus on bringing about improvements along the export value chains of avocado, mango and passion fruit subsectors covering the production, post-harvest and marketing stages.
Expected Outputs	<ul style="list-style-type: none"> Institutional structures created and housed at FPEAK for the effective harmonization and coordination of support activities in tree fruit sub-sector. CBPs, including buyer-led export plans, in place and achieving targets A functioning process for monitoring and evaluating CBPs in place
Theory of change	By developing, implementing and monitoring the CBPs and by supporting the development of solid institutional structures in FPEAK, the project aimed the enhancement of the effectiveness, harmonization and coordination of support activities delivered to the fruit sector. These efforts were to increase FPEAK's capacity to sustainably develop and execute Commodity export Business Plans.
Trade Support Institutions (TSIs)	<ul style="list-style-type: none"> The Fresh Produce of Association of Kenya (FPEAK) Export Promotion Council (EPC) Horticultural Crop Development Authority (HCDA)

Table 5: Senegal information (French)

Project Title	Création d'une compétitivité durable à l'export de la filière mangue de la région des Niayes du Sénégal
Duration	April 2009 – March 2013
Budget	USD 1,133,500 (including support costs not including cost share) total expenditure amounted to 1.09 million by end of June 2013.
Overall Objective	Augmenter la compétitivité d'exportation de la mangue vers l'UE.
Expected Project Outcome A	<ul style="list-style-type: none"> Renforcer les capacités des IAC (TSIs) du secteur privé à fournir des services d'appui efficaces pour faciliter le développement des exportations de la filière mangue. L'émancipation de la filière mangue au sein de la Coopérative Fédérative des Acteurs de l'Horticulture du Sénégal (CFAHS) est encouragée et l'apport de la CFAHS est évalué

Expected Outputs A	<ul style="list-style-type: none"> • Renforcer les aspects opérations, financement et marketing de la filière mangue via l'ASEPEX et l'IAC du secteur privé par rapport aux exigences des marchés européens. • Renforcer les compétences des IACs du secteur privé, en coordination avec la CFAHS, dans les domaines des techniques à l'export, de la qualité, de l'emballage et de financement à l'export pour appuyer l'ensemble des acteurs de la chaînes des valeurs de la filière mangue en vue d'une meilleure compétitivité à l'export. • L'ASEPEX et les IACs du secteur privé représentant la mangue sont davantage outillées en information, marketing et promotion pour fournir des services d'appui aux exportateurs de la filière mangue vers le marché de l'Union européenne (UE).
Theory of change	En renforçant les aspects opérations, information commerciale, financement et marketing de la filière mangue via l'ASEPEX et l'IAC du secteur privé par rapport aux exigences des marchés européens et en renforçant les compétences des IACs du secteur privé dans les domaines des techniques à l'export, de la qualité, de l'emballage, des aspects juridiques et de financement à l'export, l'ASEPEX et les IACs du secteur privé sont davantage outillées pour fournir des services d'appui aux exportateurs de la filière mangue vers le marché de l'Union européenne (UE). Ces efforts mènent à l'émancipation de la filière mangue au sein de la CFAHS et de l'ASEPEX.
Trade Support Institutions (TSIs)	<ul style="list-style-type: none"> • Agence sénégalaise de promotion des exportations (ASEPEX) • CFAHS (Coopérative fédérative des acteurs de l'horticulture au Sénégal)

Table 6: South Africa information

Project Title	Strengthening Seda's Capacity and Enhancing Export Competitiveness of South Africa's Rooibos Tea and Automotive Components
Duration	April 2009 to March 2013
Budget	USD650 000 (including support costs not including cost share) total expenditure at end of June reached \$726,126 .
Overall Objective	Contribute to the reduction of poverty and unemployment in South Africa through improved export competitiveness
Expected Project Outcome	ROOIBOS: Increased value addition and exports of Rooibos teas
Expected Outputs	<ul style="list-style-type: none"> • Increased Value Added to Rooibos teas • Export marketing strategy developed and enhanced product branding
Theory of Change	A theory of change here is not really relevant.
Expected Project Outcome	AUTOMOTIVE COMPONENTS: Increased value addition and exports of the South African automotive components sector focusing on Kwazulu Natal Province.
Expected Outputs	<ul style="list-style-type: none"> • Automotive TSIs' services strengthened • Increased export fitness and export readiness of small scale automotive components manufacturers.
Theory of Change	By strengthening the automotive TSI's services to the automotive parts sector in the country, the export fitness and readiness of small scale automotive components manufacturers is increased. This leads to augmented value added of the South African automotive components sector and increased exports in the sector.
Trade Support Institutions (TSIs)	<ul style="list-style-type: none"> • South Africa Rooibos Council (SARC) • Durban Automotive Cluster (DAC) •

Note: the South African projects will be addressed to the extent possible in the same way the other projects are addressed in the evaluation. However, considering the size and time span of the project and the fact that the evaluation methodology did not include field visits to South Africa, in certain circumstances, the projects will be dealt with separately.

Table 7: Uganda information

Project Title	Creating Sustainable Exporter Competitiveness in the Coffee Sector in Uganda
Duration	April 2009 to March 2013
Budget	US\$ 2.27million (including management and support costs not including cost share) of which \$2.1 million were spent.
Overall Objective	To create sustainable exporter competitiveness in the coffee sector in Uganda

Expected Project Outcome	Enhanced effectiveness of umbrella institutions and farmer organisations in accessing the EU market
Expected Outputs	<ul style="list-style-type: none"> • Umbrella institutions are enhanced in their capacity to undertake M&E, to lead the mid-term update and review the National Export Strategy (NES) (coffee sector), and to manage the implementation of the NES Plan of Action. • NUCAFE and UEPB are enhanced in their capacity to ensure the competitive development and the export promotion of coffee production. • Farmer Associations (FA) enhanced in their business capabilities and to assist producers and exporters to take advantage of market opportunities in the European market
Theory of Change	By enhancing the umbrella institutions' capacities to review, update and manage the implementation of the coffee sector national export strategy, and by enhancing their capacity to ensure coordinated approach to competitive development and export promotion of coffee production, this will strengthen FA's business capabilities to assist producers and exporters to take advantage of market opportunities in the European market. Though this, the effectiveness of umbrella institutions and FAs in accessing EU market is enhanced.
Trade Support Institutions (TSIs)	<ul style="list-style-type: none"> • Uganda Coffee Development Authority (UCDA) • Uganda Export Promotion Board (UEPB) • National Union of Coffee Agribusiness and Farm Enterprises (NUCAFE)

3.1. Governance structure

Executive committee: ITC and CBI's highest executive level: involved in the programme to provide strategic direction and guidance according to evolving priorities of the two institutions and to ensure embedding of the programme implementation and learning. Initially designed to meet twice a year was quickly changed to once a year during the first quarter of the year. They were kept informed by the consolidated annual work programmes and consolidated programme progress report.

The steering group (SG): Representing the main decision body for the programme, the SG was composed of the Deputy managing director of CBI and Director Division of Market Development. Additional people that regularly attended the SG meeting were: the CBI Special Advisor, the ITC Chief Sector Competitiveness and the NTF II Programme Manager, who presented progress of the programme and any issue to be reviewed and resolved by the SG. Judging by the meeting minutes provided, the SG maintained a very flexible management approach, with regular meetings every six months and ad-hoc meetings and discussions when needed. They reviewed and approved the annual work plans and annual consolidated progress reports. They requested and reviewed additional documents and position papers to facilitate decision making process and to approve adjustments and changes in programme/project implementation. They also undertook field visits to Kenya, Uganda and Bangladesh in 2012.

Operational Director (programme manager): The programme manager made the operational decisions and gave direction and directives to the project managers.

Quality Assurance Advisor: The QA provided ad-hoc advice on RBM and project quality after his visit to the field.

The programme management team was composed of one ITC Programme manager assisted by a Programme Officer, who also managed one project, one project manager who managed two projects, and an additional project manager working on a half time basis, and an administrative assistant. The

programme and project managers were paid by the programme. Other technical level ITC advisers were involved on an activity need basis and were paid by the programme for their technical inputs. Additional ITC staff paid by the regular budget supported implementation of the NTF II. During programme implementation, the SG members, programme manager and project managers went to the field to assess the progress made by the projects, strengthen the relationship with stakeholders, analyse any existing gaps and needed corrective measures. The main work accomplished by the programme management was linked to:

- Coordination, and strategic and operational guidance to project managers to ensure projects achieve agreed outputs and substantively contribute to programme outcomes
- Manage financial resources and effective allocation and use of cash available according to agreed plans
- Monitoring and Evaluation;
- Implementation of programme Communication strategy;
- Supervision, guidance and control of operational work done at the project level; and
- produce consolidated work plans and consolidated progress report
- Report to the SG and the EC and submit any additional substantive position papers to support decision making process
- Implement corrective measures as agreed by the SG
- Manage/maintain strategic relationships with partners in the field, CBI, and other development partners.

All operational, content related work, linked to the countries and sectors and specifically targeting TSIs and SMEs is the responsibility of the project managers in close coordination with the programme manager. In all, three ITC based managers, part of the NTF II team, were involved in the projects' implementation (with one cumulating programme management and project management and another one working half-time on NTF II). At each of the projects national level, the TSIs were directly involved in implementation. The TSIs' contributions to the projects were in-kind, mostly through the salaries of the staff they provided for the project and in certain circumstances, through office space and access to computers and phones. They were also responsible of facilitating the field visits, paying for the costs of national events and workshops such as venues, coffee and lunch breaks, etc. International and national experts were also hired. Their recruitment was managed by ITC which was supported by the national TSIs. Their fees were paid by the programme.

Figure 1 in appendix 1 (separate document) provides a synthesis view of programme and projects and confirmed by all lines of inquiry. It depicts the operational model linking the different stakeholders involved in the programme at different administrative and operational levels. The figure is split between the "programme level" and the "project level".

4. ANALYSIS

4.1. The NTF Model

The NTF II has confirmed the validity of the TSI-centred value-chain based approach to create exporter competitiveness in selected sectors through its ability to:

- a) enhance TSIs' capacity to deliver services to the SMEs along the sector value chain in question; and,
- b) improved SMEs' capacity, based on the support provided by these TSIs, to understand and address end market requirements through conducting new exports, thus rendering them more export competitive

Approach proved to be successful when the newly acquired capacity and knowledge was then directly used by TSIs to deliver services to the SMEs.

The value chain approach was well understood and valued by the TSIs as evidenced by their willingness to deliver specific services that addressed value chain issues for exporters such as:

- organizing for clients to meet end market representatives (Bangladesh, Senegal and Uganda). This allowed for the beneficiaries to fill the gap in understanding the international markets;
- deliver training and capacity building for the clients (e.g.: in view of certification/verification, Senegal and Uganda, not having these certifications/verifications is an issue if they want to sell in the international markets);
- conducting marketing campaigns (Rooibos tea/Senegal brochure/email and banner marketing campaigns for Bangladesh in Europe) and for SMEs in the Automotive parts sector to develop action plans specific to their situation to fill the detailed gaps their management faced (South Africa) *among others*.

TSIs allocated increasing resources to value chain related services in all projects (see below). All TSIs had the intentions of continuing the delivery of the services after the project (the impact evaluation will have to verify if they have). The more quickly the improved capability became part of a TSIs' standard package of offerings the better.

In all projects except Kenya, SME's are starting to change their approach to exporting as a result of TSIs interventions based on value chain analysis. In Kenya, the Commodity Business Plans (CBP) developed through the project address important, relevant and agreed upon issues to tackle the obstacles hindering the adoption of new approaches to export by the national SMEs. However, none of the three CBPs were implemented; hence, no change in how SMEs export was noted in that sense for this project.

For some of the SMEs in all projects, the new approach was integrated more quickly than for others, depending on their export readiness. SMEs that are more experienced and better organized will quickly absorb the new export capacities brought on to them and will quickly become more competitive as they understand what will bring them the new approach. For less experienced SMEs, adopting new basic practices will take more time as a change of mentality is needed from their part; they need to understand the process through which the new approach will bring them added value for their product or services.

One dimension of capacity building that will be important for TSIs' efforts to remain relevant will be continued ability to assess the needs of their SME community

The impact evaluation of the NTF II programme planned in 2014-2015 should be able to assess the capacity of TSIs to continue in the medium term the delivery of the new value-chain related service portfolio to the clients.

As the export orientation grows it will be of interest to note if SME are expanding rapidly or if they are increasing exports

Ensuring rapid integration and standardization of new services into TSI standard offerings gives the model added strength and value

4.2. Management

In this section, the objective is to make recommendations regarding the programme structure and contents, taking into consideration a possible extension and expansion of the Programme.

4.2.1. Delivery structure

Success in implementation relies on a simple and efficient institutional set-up combining one or two sector specific/technical TSI(s) and one general/political TSI covering more than one sector.

- a) General multi-sector TSIs map the value chain's stakeholders and coordinates general project implementation;
- b) Sector specific/technical TSIs are then positioned to focus on support to SMEs.

When the set-up was complex and involving institutions without specific roles, some issues occurred and when one of the two TSIs was not operational, issues also occurred.

The TSIs were very involved in NTF II's implementation and management at the national level.

In Kenya, ITC has a long term relationship with the Export Promotion Council (EPC), a trusted multi-sector umbrella institution in the development and promotion of export trade, housed in the ministry of commerce¹⁷. The EPC played the role of scaffold for the feasibility mission's team: it helped map the tree fruit value chain and point to relevant institutions involved in the sector.

The Uganda Export Promotion Board (UEPB), the Dhaka Chamber of Commerce and Industry in Bangladesh (DCCI) and the *Agence Sénégalaise de Promotion des Exportations* (ASEPEX) in Senegal had similar profiles— trusted by ITC as general multi-sector institutions promoting export activities for the main sectors in the countries —and played similar roles in the respective TSI selection processes. It is to be noted that also, much mapping work was accomplished by the ITC's representatives themselves by analyzing the national value chain.

The sector specific TSIs became the main recipient of the support provided by the ITC as intended, with the exception of ASEPEX, which profile was more along the lines of the general/umbrella TSI. In the case of Senegal, it was planned from the beginning that ASEPEX would be more central in the management of the project as CFAHS, the technical TSI, was not fully operational yet. In that case, smaller organisations were also recipients of the programme's support.

Having these two types of TSIs working together with specific roles for each enabled a smooth management of the programme. Involving other TSIs in the management structure can work although

¹⁷ www.epckeny.org

they need to have specific roles in management and they need to be kept informed. The idea is for the network of TSIs to identify, with the support from the programme, the gaps in the value chain (lack of ways to reach the demand, needs in terms of training, certification, planning, etc.) and then to address these gaps. When the network of TSIs represented the whole value chain, all identified gaps could be addressed, or at least identified adequately.

In Kenya, a complex structure of different institutions was put together throughout the project, involving at least 4 TSIs, directly or indirectly. Some institutions did not understand exactly what their role was in the network. In addition to this issue, leadership from the main TSI in charge of implementation became a problem as the buy-in into the project diminished over time. As demonstrated below, the main cause of this situation was a misalignment of the project with the TSI's evolving agenda.

While the components of a comprehensive approach may be similar in all cases their interaction and structure may vary according to need and capability. It is recommended to maintain flexibility in the delivery structure as demonstrated in NTF II in future design and model building efforts.

It is important to specifically structure the institutional network between the TSIs in the value chain to make sure the roles and responsibilities of each partner are well defined.

It is recommended to attribute roles to all other TSIs involved in the national implementation network, and specify how they are linked to the gaps in the value chain.

4.2.2. Delivery Mode

The TSIs were involved in the drafting of ToRs, in selecting consultants and firms and in coordinating the technical training and capacity building efforts for the clients. Some TSIs were directly involved in the delivery of the services. Many were also involved in administrative and logistical efforts for project implementation.

By using the support received through the programme, the TSIs were enhancing their service portfolio by offering new services such as, *amongst others*, B2B events organization (Bangladesh); training on how to promote and market products (e.g.: mango packaging, Senegal); supervise gap analysis procedures and conduct public relation campaigns (South Africa); etc. These services then became in some instances part of a standard package of offerings by the TSIs, suggesting sustainability.

It is recommended to use this approach of involving the TSIs in projects' implementation as a best practice as it is efficient and effective

4.2.3. Management Culture

The programme's management culture was inclusive as it involved the partner TSIs in all processes from design phase to implementation, including M&E.

The management culture was also based on a decentralized approach with high responsibility and accountability given to ITC project managers.

In a few instances, technical issues took too long to resolve as their management was kept at the project level when they would have required the involvement of strategic level partners such as the SG.

During the design of the programme, all TSIs were involved in at least two of the three missions of the three phase approach (feasibility and formulation/start implementation) including the development of the project documents themselves. This is an important and relevant approach to ensure TSI buy-in into the content of the projects. During implementation, they were involved through learning by doing (see 2 sub-sections above).

The majority of the TSIs were satisfied with their involvement in the programme's management structure as indicated by their acceptance of the cost sharing approach and the delivery of the planned services to the clients throughout the programme implementation. This is due to the fact that the expected results were in line with their needs and priorities.

The project managers had a lot of flexibility to implement their project along the lines of project documents. This gave them the possibility to adjust and adapt the implementation of their projects as the circumstances and issues evolved with the prior approval of the programme manager.

In Kenya, as already mentioned, issues hindered smooth implementation of the project. All stakeholders recognize this fact. SG meeting minutes also point to the fact that this issue started to receive attention by end of 2011. Recommendations in these minutes point to field missions by programme manager to Kenya and "strategic intervention [...] to meet FPEAK Board to discuss slow progress of project and the fact that the project is at risk if milestones are not met¹⁸." QA report also recognizes problems are being encountered in Kenya. Amongst other issues, the QA report shows that: "Communication within the project is insufficient to ensure all involved stakeholders are properly informed and will have to be improved by FPEAK. At the moment the lack of communication causes a risk of stakeholders losing interest and their commitment to the project". However, no decisive and practical solution was found at higher management level to counter issues faced in Kenya. As demonstrated in the SG meeting minutes, the idea of involving more TSIs was brought up and pressure to meet targets was imposed but no strategic intervention were reported.

It is recommended to continue involving partners throughout programme design and implementation.

It is also recommended to continue using a flexible (decentralized) approach to the programme implementation.

It is recommended to make sure that when issues start seriously hindering project implementation, higher management needs to be involved.

¹⁸ CBI/ITC. March 2012. NTF2 Steering Group March 2012 Meeting Minutes. p.2

4.2.4. Management Efficiency

Management was generally efficient.

Decentralization of management processes made for greater efficiency.

Of the three methods of technical support under NTFII (direct ITC support, International consultant, domestic consultant), the most efficient was a balanced mix of the three, based on a clear understanding of needs and where the value added of each was properly applied.

The programme was a good success in terms of maximizing the use of local consultants.

Globally, the programme was implemented in an efficient manner. The main idea of implementing the programme through TSIs was supported because, amongst many other advantages, it renders the trade support more efficient.

For training, when possible, the project managers and advisors used already existing material to lower the cost (e.g. of the Coffee's Exporters Guide used during the Ugandan trainings) and the TSIs would adapt the material at the national level. Also, the promotional and communication documentation developed for the Senegal project used pre-existing information which was updated. For software, in Bangladesh, a match making Microsoft Access database management tool was delivered to BASIS free of charge—the software did not cost anything to the programme; in Senegal, the commercial intelligence unit is based on a free interface on the internet.

The direct link between the project managers and the TSIs and national project coordinators and the constant availability and dedication of the project managers ensured that decisions were timely by facilitating communication. TSIs and national project coordinators demonstrated their appreciation of the availability of the project managers mainly through regular written,—email communication—teleconferences and field visits.

Staff changes in project management occurred in Kenya and Senegal. This reorganization was accomplished quickly and with as little effect to project management as possible. However: to create trust and add to efficiency, it is recommended the same project manager be used for the full duration of the programme.

The use of national experts for the capacity building of the clients reduced the cost of the implementation of the projects. 3 out of the 5 projects were close or above the average spending on national consultants. Here is a general view of the expenditure for the programme.

Table 9: Expenditures

Budget line	Disbursed	% of total budget
ITC Advisers	2 117 110,90	23,51
International Consultants	1 889 758,00	20,99
Support Cost	1 035 208,90	11,50
National experts	909 016,30	10,10
Subcontracts	698 967,18	7,76
Group training	634 634,35	7,05
Grants to institutions	542 835,00	6,03
Travel by headquarters staff	425 759,73	4,73
Administrative support personnel	319 369,34	3,55
Travel by project personnel	239 286,79	2,66

Budget line	Disbursed	% of total budget
Sundry	138 013,69	1,53
Expendable equipment	51 765,93	0,57
Non-expendable equipment	1 863,18	0,02
Total	9 003 589,29	100,00

The following table compares the different use of technical advisory services by project.

Table 10: Use of different types of technical support

% of the budget	Salaries of the ITC advisors (average of 13%)	Fees for International consultants (average of 25.55%)	Fees for national consultants (average of 13.55%)	All three (average of 52.11%)/total budget
Bangladesh:	13.98	21.35	4.32	39.65
Kenya:	11,30	26,92	7,79	46.01
Senegal	19,60	25,91	13,38	58.89
South Africa:	2,20	35,69	26,49	64.38
Uganda:	17,96	17,86	15,78	51.6

Comparing spending on these three budget lines ("ITC advisors" exclude administrative support personnel), it can be said that:

- For Bangladesh, there was proportionally less use of national consultants. This situation can be explained by the fact that the project focused on close links with buyers in European countries and relied on detailed knowledge of such companies. All three budget lines add to lower than average of 52.11% on total budget. The two budget lines after these three are subcontracts and group training.
- For Kenya, there was proportionally less use of national consultants. It is to be noted that the expenses for the project were quite low because of the fact that much of the project was not implemented. All three budget lines add to lower than average. The two budget lines after these three are grants to institutions (often employing local expertise) and support cost.
- For Senegal, there was a good balance between all approaches although the project has the highest % of budget spent on ITC technical advisors. Indeed, this project relied somewhat more on ITC advisors to implement certain components of the project - (legal outline agreements, quality management, packaging and access to finance components). While legal outline agreements created model contracts for which the project used local consultants and other consultants from Sub-Saharan Africa, overall, all three budget lines add to higher than average use of ITC technical advisors. The two budget lines after these three are support cost and subcontracts.
- South Africa has the highest spending on international and national consultants and the lowest spending on ITC advisors. All three budget lines add to much higher than average. The two budget lines after these three are support cost and subcontracts.
- For Uganda, there was a good balance between all approaches. All three budget lines add to very close to average. The two budget lines after these three are grants to institutions and support cost

To maximize the use of local consultants, the need for technical support needs be understood and planned for at the beginning of the programme.

4.2.4.1. Management Efficiency (M&E)

The quality of the monitoring data and information collected improved once the 2011 RBM framework was developed (for the programme and each of the projects).

The 2011 and 2012 progress reports thoroughly used the RBM framework but did not report on all indicators.

The template to collect information through the RBM framework strictly respected RBM theory, including well designed indicators and targets to reach, data sources, data collection methods, frequency of collection and responsibility for data collection for each indicator.

In the final consolidated progress report, the performance of all projects was measured using the majority of the pre-defined indicators and targets with the exception of South Africa. However, the preceding progress reports did not.

Although it was determined that: “specific indicators on the impact of NTF II activities on gender mainstreaming [would] be included and [would] be monitored during the implementation phase [...]”¹⁹, the reporting only made few references to the gender issues. This was corrected in the final consolidated report.

Risk reporting proved satisfactory but management response was sometimes not practical enough. Although the risks were identified, the risk mitigation approaches proposed did not lead to satisfying decision making to solve the issues as with the slow implementation of the Kenya project. Risk mitigation needs to be *more practical* and ensure a tight follow-up. To do so, TSIs could eventually be partly involved in SG meetings when issues concerning them arise. For example, the 2011 and the 2012 Risk analysis, for the identified risk: “insufficient resources and commitment of local project partners to implement the CBPs”, the mitigation approach was: “Continuous commitment of FPEAK to the project, particularly through experiences and knowledgeable of the Fruit team members. Detailed action plan and timeline for the implementation of CBPs to be agreed with all partners with a clear division of responsibilities. With the help of the senior technical advisor, NTF II project team will focus on mobilising key institutions and the Government of Kenya to endorse the CBPs and support their implementation.” Unfortunately, this did not lead to the implementation of the CBPs²⁰ as the issue hindering the project’s implementation process was lack of buy-in by the TSI. This was caused by FPEAK’s representatives feeling a lack of ownership of the project.

All reporting should systematically use the RBM framework to report on results with close management oversight.

It is recommended to build more complete risk mitigation processes and improve solution-finding methods to identified issues. TSIs should be involved in the Steering Group issue related discussions

¹⁹ ITC, 2011. *Consolidated Progress Report 2010*. p.10

²⁰ ITC, 2011. *Consolidated progress Report 2011* p. 16

4.2.4.2. Management Efficiency (Coordination & resource allocation)

In terms of efficiency linked to coordination, all project teams determined potential synergies during the design phase; during the implementation phase, some projects put into practice what had been mapped out in the project documents. The idea was to make sure synergies were operated between CBI and ITC programmes²¹ and eventually with other donor initiatives²². The main CBI programmes with which NTF II developed synergies with were the Export Coaching Programme (ECP²³) and to a certain extent Business Support Organization Development (BSOD). As for synergies with other donors, although many were mapped out at the beginning, there was little room for improvement once the implementation started—with some exceptions, e.g.: the exception of Bangladesh’s project which cooperated with DANIDA through the Danish Federation of SMEs (DFSME). In Senegal with BSOD (RBM training and 3 joint missions), and 2 participations to FruitLogistica, Berlin, funded and hosted by CBI; and the constant cooperation and joint activities that occurred with CBI’s ECP. It is important to note that this was not a specific requirement of the programme, only an added value. Synergy support efficient management and avoid duplication of efforts.

Resource allocation channels were well adapted to circumstances (depending on the country). Given the short time span for programme execution, resource allocation was efficiently managed as all partners involved had incentives to use the funds to reach results.

For project implementation, different resource allocation procedures were used effectively. Signing MoU’s simplified coordination and resource allocation as funds were managed at the national level and avoided what TSI’s called the “sprint and wait” mode of resource allocation. Indeed, once the MoU was signed, national management in the field could handle the funds directly. However, in certain circumstances, signing MoUs was not possible and thus, other resource allocation procedures were used such as Advance for Expenses (AFE), which required for the national managers to produce demands to the UNDP for funds, thus the “sprint” to develop the demand and the “wait” to receive funds.

It is recommended that when possible, the MoU solution be used to channel funds to the field instead of going through the UNDP offices as the MoUs are longer lasting and allow for a more efficient way of managing the funds at the national level.

It is recommended to use ITC technical advisors when it is most efficient and privilege the use of national expertise when possible.

²¹ CBI/ITC. *Partnership agreement NTF II*. p.3

²² Identification and feasibility reports map what other donors are doing in the same area.

²³ <http://www.cbi.eu/News/CBI-Export-Coaching-Program-Participants-Sign-UN-Global-Compact/191815&type=module>

4.2.5. Partner capacity building for sustainability

Capacity building for partners during programme implementation was sufficient to ensure sustainability of activities.

The learning by doing method proved effective for capacity building.

An important factor for success was the pre-existing management capacities of the TSIs.

Buy in was sometimes a problem.

The TSIs learning by doing can be exemplified through successes and issues. *Amongst others:*

- For Bangladesh, BASIS's and DCCI's representatives learned how to organize B2B meetings through capacity building efforts and by actually organizing them themselves. Both TSIs have started implementing the B2B meetings without the support of NTF II.
- SARC now coordinates two public relations campaigns and DAC supervises the coaching services provided to the SMEs.
- Uganda, NUCAFE learned how to brand their coffee products in terms of quality standards and have increased their exports to Europe. The three TSIs involved in the project improved their way of working together to systematically monitor progress made in export competitiveness of the sector over time.
- In Senegal, ASEPEX has acquired the ability to set-up and use the business intelligence unit. Eventual lack of financial and human resources might compromise the sustainability of these results although the government has increased their budget recently. ASEPEX also organized to a large extend the participation of the Senegalese delegation in FruitLogistica in 2012 and 2013.
- Buy-in was a problem at FPEAK due to gaps in understanding about process. As a result, part of output two and output three all together were not implemented and thus the TSIs involved were not fully capacitated in the implementation and monitoring of the CBPs. This affects the sustainability of the results. Nevertheless, FPEAK and the exporting firms were quite confident they would be able to support the implementation of the CBPs. FPEAK will be expected to take the lead in this process.

Developing this type of expertise among the TSIs is a long term process and the NTF II programme did not have the ambition of fully fostering this knowledge in the TSIs. In addition, because the implementation phase lasted only a little more than two years, a lot of the activities were implemented at a high intensity pace leading among some to a sense that it all ended prematurely. As a consequence, many interviewees from all stakeholder institutions in all countries have expressed the need for an eventual successor to NTF II—or at least other sources of funding—to follow-up and establish more solidly the gains made through the programme. Some were discussing the best timing for the follow-up NTF III. Others are already searching for new projects from other donors to maintain the results reached.

It is recommended to systematically use the learning by doing approach as it is efficient and effective.

An important component of any TSI capacity building program should be to ensure the TSIs that are to be involved have the needed structure to be able to absorb the support provided and to then be able to deliver the enhanced service portfolio.

It is also recommended to make sure that these TSIs are well informed their participation in the programme requires a lot of financial and in-kind investment so as they are better prepared.

4.3. Governance

In this section, the objective is to make recommendations regarding the governance structure developed and implemented for the programme by ITC and CBI, and the programme management structure in Geneva and in the field (in particular through a comparative analysis of the five NTF II countries), and the quality assurance process.

4.3.1. Governance (Process)

The tandem approach to governance in which CBI and ITC had partner roles in the oversight of the programme's implementation ensured effective and efficient strategic decision making.

The phased approach which saw CBI's participation in the governance structure become lighter when the design phase ended was appropriate.

The NTF II governance structure built on the NTF I Evaluation's lessons learned and recommendations to develop a practical structure according to programme needs. In the context of the NTF programmes, CBI and ITC were and are still seen as complementary partners. However, adjustments were to be made on how the governance structure worked during the first NTF programme. Amongst other changes brought about in the institutional relationship between CBI and ITC between NTF I and NTF II, CBI became more involved during the design phase of the programme; its representatives participated in preliminary missions and were informed of the details of projects' design processes. Generally speaking, the decision was taken to be more meticulous during the design phase to guarantee the programme's coherence—which led to the adoption of the three phase approach, namely identification, feasibility and formulation. Once the implementation of the programme started, the phased tandem approach was well balanced as CBI played more of an oversight role and ITC was taking the lead on actual implementation. The main way, amongst others, through which CBI and ITC cooperated was through the SG.

Thus, discussions by both parties on the strategic way forward at each meeting allowed for regular follow up of the programme's status. It also allowed for representatives from both institutions to take decisions based on *discussions* and *consultations*. Progress reports, annual work plans and quality advisor reports informed the members of the governance structure (see below). Meeting minutes were produced to keep track of decisions taken.

CBI's phased involvement in the governance structure should be continued as it was well balanced and efficient.

CBI's phased involvement in the governance structure should be continued as it was well balanced and efficient.

It is recommended to continue developing meeting minutes for all meetings to ensure transparency accountability and effective decision making.

4.3.2. Quality Advisor

The QA's work was useful to support the governance structure and inform strategic decision making although the QA reports came in somewhat late in the implementation process. This is partly due to the fact that the implementation time span was limited (they came in the middle of the programme's *actual implementation*).

Apart from Bangladesh, which came in June 2011, all QA reports were developed in 2012, the last delivered in November 2012. If the reports would have been produced earlier, some issues could have been tackled quicker (as for the communication and lack of leadership issues concerning the Kenya project and discussed above). This is partly due to the fact that the same consultant was used for all projects and that each project QA exercise was done one after the other.

However, the QA process and the resulting reports gave an independent view of what was going on in the field and informed the SG of the results reached and the issues faced during project implementation.

It is recommended to conduct the QA missions earlier in the programme and to conduct them at the same time employing more than one QA.

4.3.3. Decentralization

The decentralized approach which gave flexibility to adapt to changing circumstances quickly also allowed for project managers to take strategic decisions at project level at the benefit of the program

The monitoring process was effective, played a central role in the programme governance and proved adaptable to changed circumstance.

Decentralization meant that ITC managers were given high degrees of responsibility and accountability. The project managers, upon approval of the SG, had the latitude to make adjustments based on their specific circumstances as occurred with Bangladesh, where the decision to change focus on end market (UK vs. Germany) was taken at the project level through discussions with national partners.

It is recommended to continue SG oversight while giving responsibility and demanding accountability to project managers to ensure that the decentralized approach remains flexible and efficient.

4.3.4. Governance: Monitoring and Risk Management

Although the risks were identified and generally dealt with, the risk mitigation approaches proposed did not always lead to satisfying decision making to solve the issues through creation of concrete and practical solutions.

The monitoring process was effective, played a central role in the programme governance and proved adaptable to changed circumstance.

Decisions by the SG to address identified risks early in the program nevertheless failed to overcome FPEAK's loss of commitment to the programme. CFAHS itself was not sufficiently structured to absorb the programme's support and thus could not engage with the programme. CFAHS had just been put together as a result of the general willingness of all stakeholders—including preceding institutions representing separately different segments of the mango value chain which have been unified in CFAHS—and was not set-up in terms of governance structure and finances.

The SG agreed and decided to use two stable institutions (cooperatives) in the Niayes as a partner where project activities were anchored and project knowledge and skills transferred. Both are member of the CFAHS. It was also decided that once CFAHS would be sufficiently structured, the knowledge transfer was to be operated at the end of the project.

To render it more realistic with the reduced time span for programme implementation (2 years), adjustments were made to the governance structure mainly linked to the M&E process (no mid-term evaluation): "Based on the short period of implementation, the SG decided not to organise a mid-term evaluation as it will be too heavy process²⁴."

It is recommended to ensure that flexibility in the M&E governance structure be highlighted as it has proven to facilitate adapted decision making.

The SG and management needs to address identified risks in a timely, strategic, innovative and practical way to make sure concrete solutions are found for risk mitigation.

4.4. Design/Operational Model - Effectiveness

In this section, the objective is to analyze the cooperation model between beneficiaries and partner institutions in the field, CBI, and ITC from the point of view of integration and cohesion of the trade-related technical assistance in response to their priority needs.

²⁴ ITC. December 2011 SG Meeting Minutes. P.6

4.4.1. The Three Phased Approach (Process & Governance)

The three phased approach, which was required by CBI, led to an overall strong and well-adapted programme design that was efficient, exhaustive, and detailed. However it was time consuming leading to a reduction of time for implementation and lower overall disbursement of funds for implementation.

The new approach chosen for NTF II—using the lessons learned from NTF I—was based on the idea to meticulously design the programme and to develop close and solid professional relationships with the TSIs. However, it was decided that this design phase—to put together the governance structure and the programme and projects' content—would be directly integrated as part of programme. This reduced the time span of the actual programme implementation. Programme implementation per se started in the first quarter of 2011, about 1.5 years after the first tranche of money was transferred—with Bangladesh and Uganda projects starting a bit earlier (October 2010).

Out of the potential 15.8 million USD budgeted under the partnership agreement between CBI and ITC for the 4 years of the programme, only 9.1 million USD was spent, due to an extended design phase—which cost less than available budget—and truncated implementation period. Also, there were rigidities in the budgetary process since unspent funds from one year could not be transferred to the following year. As amounts not spent were not transferred, unspent funds were lost. During the first year of implementation, fully dedicated to programme design, only 203,835 us \$ were used. In 2010, 1.15 m US\$ were spent, less than half the maximum allocated budget of 3.97 m \$ per year. During 2011 and 2012-2013, the expenditures were always over 3 m us \$, around the maximum budget available.

The programme's content had to be adjusted once the actual implementation started as only about two years of the planned four years were left at the end of the design process. These adjustments resulted in adjusting the scope and implementation timeline of all projects in agreement with local partners. Basically: "These adjustments resulted in narrowing the scopes of these projects²⁵" thus a "downsizing of the projects" compared to what the expectations were at first. This was done directly in the project documents themselves.

In any case, the three phase approach can also be analysed as a participatory process involving and analyzing all stakeholders' perceptions and enabling TSIs to take decisions linked to the design and implementation of the projects. Long-term planning was necessary because the programme was trying to build a demand approach to the implementation of NTF II. Indeed, the three phase approach, more specifically the feasibility and project development phases, were conducted with the aim of developing long-term, in-depth relationships with the TSIs.

Budgets should be better aligned to level of effort associated with each stage of programme. It is also recommended that money not spent flow to the following year in some instances using continuous monitoring and negotiations to reach agreements on the how these transfers could be undertaken.

Programme planning should involve longer time spans with possibility of extension. There should be four full years allowed for implementation.

²⁵ Itc. Consolidated Progress Report 2011. P. 14.

4.4.2. Choice of Country, Sector and TSI

The country, sector and TSI selection processes proved valid and robust overall as enabled by:

- a) For countries, a consistent and clear selection criteria that built on existing relations;
- b) For sectors, an approach that was strategic, reflecting country priorities and potential
- c) For TSI's, the proper application of principles, as found in the programme NTF2 Guide¹ led to the selection of project adapted TSIs. Some TSI's were not architecturally structured to fit the approach of the programme

All selections involve a higher than average risk due to political, capacity and implementation problems intrinsic to low income countries (Kenya and South Africa are not characterized as low income countries). The selection process proved the strength of the cooperation between CBI, ITC and the potential partners in the field as all selection steps were taken in a very participative way.

4.4.2.1. Countries

The *Export Opportunities Scan of the Pre-Selected Countries* used four main criteria in country selection that were conceptually valid. The report was thorough and detailed and considered useful during the preliminary stage of the programme. However, the document and its criteria were hard to assess consistently as there was no clear methodology guiding the reader and the large quantity of data—the report was 207 pages long—was presented in its raw state. The report should have presented a clear and simple view of which countries had the best *overall* potential for the programme all the while giving structure to the details presented in the core of the text.

On the basis of the report, identification missions were undertaken in six of the countries to “complete the analysis and support the conclusions and recommendations²⁶” on the selection of the countries and sectors. During the November 20th 2009 SG meeting, six target countries were agreed upon for the NTF II programme. From the list of 11 countries, five countries were left out. The decision to not include these countries was taken based on the fact that they did not match the selection criteria²⁷.

The six countries hence chosen were: Bangladesh, Kenya, Senegal, South Africa, and Uganda plus Yemen at the beginning of the programme. The latter project was initiated but was halted when the political situation became too hazardous in the country in 2011²⁸. The countries selected demonstrate a close balance in terms of the pre-set criteria:

- 80% focus on Sub-Sahara Africa (+ possibly 1-2 country/sector in the DRC, Yemen, Mongolia, Palestine Territories, Sudan);
- Priority countries of the Ministry of Foreign Affairs of the Netherlands

The EOS document could be strengthened to facilitate better analysis

²⁶ CBI/ITC. November 2009. *Joint ITC/CBI Identification Mission*

²⁷ ITC. [?]. *Summary findings and recommendations for Country Selection*. 6p.

²⁸ ITC. July 2011. *Consolidated Progress Report: January to June 2011*. p. 8 The Yemen “[p]roject is frozen since March 2011 due to unstable political situation. Giving the remaining implementation time of the NTF 2 programme in combination with the unstable political situation, it is not foreseen that NTF 2 activities will take place in Yemen.”

4.4.2.2. Sectors

The choice of sectors to address in the projects was based on careful analysis processes developed during the identification phase. This phase had further objectives such as:

- Identify potential synergies with other donor initiatives;
- Develop a preliminary mapping of the TSIs involved in the potential sectors and assess their absorption capacity; and
- Assess the level of commitment of the government to actively develop and promote exports and an enabling environment for exporting SMEs in the potential export sectors through conducive policies and strategies²⁹.

The most important factor in good sector selection was the in-country consultations as these gave an understanding of the likely commitment of the sector to trade development, and indicated partner buy-in. Also, the selection process involved national in-country partners to make sure the choice of the sectors was aligned with the countries needs and priorities.

Other factors were also important such as market opportunities in Europe and growth potential of the overall sector. Thus, through the identification phase, the sectors were chosen accordingly to these criteria.

Considering the fact that 4 of the 6 sectors chosen *were commodity sectors*, some interviewees wondered whether more innovative sectors could have been chosen more along the lines of the IT sector for Bangladesh or the automotive cluster for South Africa. This statement is retained in the evaluation because as the document called *Principles for a renewed NTF*, clearly states “on the basis of a list of applicable countries presented by CBI [...] and the feasibility studies executed by CBI [and the ITC], ITC will use the following criteria [to choose sectors to target in the programme]: Focus at country/sectors (*non commodity*) with medium and long term on the EU market³⁰.” Thus, it could have been interesting to have more “non commodity” sectors in the programme.

Once the countries and sectors were chosen, with the final decision taken at the SG level, the feasibility missions were approved to start for the selection of the TSIs to involve in the projects and build preliminary ideas for the eventual project.

It is recommended that in future similar endeavour, efforts be put into balancing the sector selection between commodity and non-commodity sectors.

Consideration should be given to applying the NTF model to new or other countries and sectors.

²⁹ CBI/ITC. November 2009. *Joint ITC/CBI Identification Mission*. p.4 (example from the Uganda report but same for the other projects.)

³⁰ ITC. January 2009. *Principles for a renewed NTF*. p.2

4.4.2.3. TSIs (the Cohesive Approach)

- a) The TSIs selected were mainly strong institutions with potential for growth because:
 - the guidelines for their selection were followed vigorously;
 - their selection was based on the idea that they needed to be able to cover the full value chain and address any gaps.
- b) The NTF II design enabled a more cohesive approach to sector development as it relied on TSIs that were able to reach the full sectors' value chain clients regardless of the sector of focus, while bringing together TSI's from the private, public and semi-public sectors;
- c) For certain projects the TSIs did not cover all segments of the value chains so that not all gaps were fully addressed
- d) This cohesive approach, as strong as it is, could not overcome all the challenges brought about by local conditions or risk factors.

The approach of working with TSIs is intrinsic to the NTF II programme. The idea behind this is to render the results sustainable by having institutions on the ground that can continue delivering the enhanced services after the programme ends. Through outcome 1 of the programme, the TSIs are *direct beneficiaries* of the programme.

Although outcome 1 is dedicated to strengthening the TSIs, at the same time, at the moment of selecting the TSIs to involve in the projects, the programme representatives needed to find already strong and well institutionalized organizations. The TSI selection was determined using a detailed score based system using criteria such as:

- The extent to which they address the beneficiaries' needs;
- Their willingness to actively participate in issues related to export focused on the European markets;
- Their financial situation;
- The professionalism of their staff, etc³¹

Choosing solid TSIs was essential because of the principles that guided the design and implementation of the programme which required for the TSIs to be pillars through which the results would be reached. The principles guiding the design and implementation of the programme are summarized in a short document called *Rules of Engagement*³². The main message contained in this document was that no core funding of the partner TSIs can be supported by NTFII; the partner TSIs have to share the costs of the projects. Partner TSIs' contribution is mainly related to the salaries of the staff allocated to the project and non-staff costs such as office space and access to computers and phones, facilitating field visits, and paying for workshops costs such as venues, coffee and lunch breaks. Exception to the general principles provides the possibility to tackle hardware material up to an amount of 7,000 US \$by project during the entire project length³³.

For Senegal, the SG was informed from the start of the project that CFAHS was not operational, and agreed that members of CFAHS would benefit from services provided by the project. During the entire implementation period, CFAHS's president and association members of CFAHS worked hand in hand with ASEPEX to identify direct beneficiaries and to offer training and advisory services to them. The

³¹ Other criteria used to assess the TSIs were: their export potential, their alignment with country policies and country needs, their potential in driving the sector in which they operate. CBI/ITC. 2009-2010. *Feasibility Mission Reports*.

³² ITC. May 2010. *Rules of Engagement NTF II: Guidelines for the Design & Implementation of NTF2 Projects*. 4 p.

³³ It is important to note that the rules of engagement concerning the TSIs were defined in the middle of the design phase, in May 2010, which complicated the design process somewhat. Some rectifications were to be done to make sure the projects matched the requirements of the rules of engagement.

project manager based in Geneva had a facilitator role. Consequently, the approach maintained cohesiveness which is evidenced in concrete results achieved in mango exports (increase by 20% in 2013).

The value chain approach through solid TSIs enabled the projects to address the *gaps* in different sector types (commodities, manufacturing and IT/ITES sectors).

For the Uganda coffee project, it can be noted that the main *technical* TSI the programme opt for (NUCAFE) represented small producers grouped in 160 farmers associations (FAs). The main obstacles to export competitiveness in the coffee sector in Uganda are linked to smaller producers³⁴. NUCAFE was thus the right technical TSI to choose. The involvement of UCDA and UEPB completed the covering of the rest of the value chain.

In that sense, when client specific obstacles to export competitiveness in the value chain were not represented by the TSI, the participation of clients was *somewhat* compromised. In Kenya, the Fresh Produce Association of Kenya (FPEAK)—the technical and lead TSI chosen for the project—represents the higher end of the value chain of the fresh fruit producers (big producers and exporters who do not face big gaps in export competitiveness). The country does not have a similar organization as NUCAFE for its smaller tree fruit producers. Although FPEAK put efforts into organizing the Fruit Team to reach all segments of the value chain, this took some time and caused delays in the project implementation because of the “[l]imited involvement of all fruit sector stakeholders due to unsatisfactory FPEAK local coordination³⁵”. In the case of FPEAK, this issue resulted in less buy-in over time.

For the other projects, strong TSIs were selected, which represented well the full value chain and thus gaps were addressed.

There is a need to put even more emphasis on the absorption capacities and structural solidity criteria in the TSI selection process

When selecting new TSIs, it is recommended to make sure that programme objectives of the selection process will result in TSI's that will be financially and operationally stable and that they cover the full value chain, from small producers to larger exporters where this does not previously exist.

4.4.3. Cooperation and Partnership (relevant NTF II stakeholders)

Cooperation between TSIs in the field was generally sound and led to solution finding. However, *in certain circumstances*, communication has not always been fluid due to:

- a) Lack of communication between TSI partners
- b) Lack of well-defined roles of the each TSIs and their responsibilities in the projects' implementation.

³⁴ In addition, the programme also aimed poverty alleviation through job and wealth creation for the population most in need. ITC. 2010. *Progress Report*. p. 11

³⁵ ITC. July 2011. *Progress Report*. p. 23

In Bangladesh, the two TSIs worked well together in the PCG and resolved issues because they knew what their role in the project implementation was and because both institutions were committed to the project.

NUCAFE, UEPB and UCDA are a good example of a network in which the TSIs worked *together* in the NTF II project. The TSIs cooperated well together in the implementation of the project due to good inter-institution, pre-existing communication structures but also due to their well organized Project Coordination Group (PCG) in which the roles of each institution were well defined³⁶. In Kenya, FPEAK did not always share the information with other TSIs. Many stakeholders noted this lack of information circulation. In Senegal, ASEPEX worked closely with CFAHS president and CFAHS members during the entire implementation period. This structure proved functional as all transactions had to go through ASEPEX, and as a result in terms of substance both institutions benefited. NTF II.

It is recommended to systematically design the programme on the basis of a network of TSIs (similar to the PCG) in which each would engage iteratively through a learning by doing approach. As much of the implementation relies on the TSIs, getting them to work in a network ensures all the more the sustainability of the cohesive approach

4.4.4. Cooperation and partnership (TSIs and clients)

Links between TSIs and clients/beneficiaries have generally been sustained and linked to programme results.

TSIs accepted the responsibility of linking with the clients/beneficiaries and increased consultations and regular communication to the sector as a whole as they improved their service portfolio for the sectors. Despite this sector wide approach, the technical TSI's client base was comprised mostly of their members, with a few exceptions. General multi-sector TSIs usually had a broader national perspective linked to the value chain which ensured that an opened approach to all clients in the sector was used.

The majority of the 40 SMEs involved in the Bangladesh projects were members of BASIS and all were involved in one way or another with DCCI. However, the idea was really to give any company demonstrating interest the opportunity to participate, and some companies that were not members of BASIS did. In Uganda, all clients were members of NUCAFE. In Senegal, all involved clients were members of CFAHS. In Kenya, the clients were not members of FPEAK as the latter were generally large exporters. In this project, the clients were to be reached through the Fruit Team and the Commodity Working Groups (CWG). These CWG were well structured and lead by larger exporters. The CWG were to support the communication flow with the clients and used to develop the CBP. In South Africa, for the automotive parts project, some of the clients were not members of the TSIs because in extending the project outside of KwaZulu-Natal (KZN) to EC, it was necessary to work with companies that were not member of DAC (but the sister organization) because DAC is only based in KZN.

³⁶ UEPB had the strategic advisor role, including for the production of the National Export Strategy for the coffee sector (NES, see below for more information); UCDA was responsible for the M&E and making sure that what was done through NTF II was linked to the priorities of UEPB; and NUCAFE played a center role in the implementation and coordination of the project.

Generally speaking, cooperation was simpler and more direct when the technical TSI had pre-existing links with the clients (direct beneficiaries of the projects) as demonstrated with the issues faced in the Kenya project. In addition, the cooperation has more chances of lasting if it is based on a pre-existing institutional relationship. However, projects such as Bangladesh and South Africa functioned well with some clients not being members of the technical TSI. It would be interesting to see if the service bound links between TSIs and clients are maintained after the projects end.

It is recommended that members of the technical TSIs be engaged first, with broader involvement occurring once results start to appear.

Working through members ensures more sustainability of the enhanced service portfolio of the TSIs due to direct communication.

4.4.5. Cooperation and partnership (NTF II partners and Geneva)

Overall, the communication strategies between TSI's and Geneva were well designed. In addition to the important role played by the project managers in that sense, the national project coordinators in the field were also essential elements to ensure good cooperation.

Dedicated national project coordinators and project managers played an important role to ensure the projects yielded results. There were regular meetings and follow ups from project managers in Geneva. There was a good involvement of the project managers with some short interruptions due to staff turnover at the ITC.

The other important element that ensured a smooth and open cooperation flow between NTF II partners and Geneva was the buy-in/commitment from the TSIs. In fact, the lack of buy-in from FPEAK in Kenya was the source of many communication issues in the Kenya project.

It is recommended to continue using independent national project coordinators and for certain projects increase their role in the implementation processes.

Project coordinators ensure issues are communicated in a timely manner and offer better coordination in the field.

4.4.6. Efficiency constraints and challenges due to capacity and experience of some partners

Lack of experience was evident in one project leading to misunderstandings. For the rest, as the programme was built on a cost sharing approach programme efficiency was facilitated.

Efficiency constraints emerged in the Kenya project *partly* due to the lack of FPEAK experience in working with UN administrative procedures used by the ITC. From their own saying, they were not

used to working with UN institutions. An important example of what hindered the *efficiency* of the project implementation in Kenya, amongst other issues such as lack of buy-in, was the audits that were asked of them which needed to address the NTF II funds separately and not jointly with all the other funds FPEAK received. FPEAK had done an audit that assessed its financial situation in general and not only on how it managed the NTF II funds. A second audit was thus commissioned (and paid for by the ITC). FPEAK *felt* that the *standard* ITC audit/ due diligence requirements that were asked of them were demonstrations of mistrust in their institution. (*Their perception*) resulted in delays to the signing of the MoU to continue implementing the project. However, it is to be mentioned that although this is all real efficiency issues, the real cause of the obstacles faced in Kenya is lack of buy-in and leadership from the abovementioned TSI caused by misalignment over time of the project's objectives with FPEAK's evolving agenda and their perception of lack of ownership of the project.

In future endeavour similar to NTF II, it is recommended that the new partner institutions receive an introductory course to all types of procedures used by the ITC and even the UN system.

4.4.7. NTF II designed in a financially sustainable way

Generally speaking, NTF II was designed in a financially sustainable way

Some of the TSIs, like NUCAFE and BASIS, already perceive fees for certain particular services like marketing for example.

- The Uganda NUCAFE increased the efficiency of its income generating activities and can hence afford the enhancement of the service portfolio.
- In Kenya the CBPs have good chances of being sustained and larger exporters have the intention of implementing them in cooperation with FPEAK through the CWGs.
- For Bangladesh, the strength and dynamism of the TSIs and the buy-in from the clients ensures that the results reached will be sustainable. This is partly due to the fact that clients are already benefiting from the results and are eager to continue benefiting from them. The Export Promotion Bureau for example committed to funding a B2B matchmaking event in Copenhagen in March 2014, for which negotiations between BASIS and DFSME started in mid-2013. The same can be said about the two South African projects.
- For Senegal, as ASEPEX is a small institution, the potential lack of human and financial resources within the TSI remains one of the biggest challenges to project's results sustainability. However, to address this issue ASEPEX hired in 2012 a Communication Director, a Monitoring and Evaluation specialist and a Trade Intelligence specialist to support its work and ensure the sustainability of capacity created/enhanced by NTF II

Fostering the means for TSI's to financially sustain their results in an independent manner (increase income generation activities with the specific intention to continue funding the service portfolio) and to make sure that results generate buy-in amongst the stakeholders is key to achieving results

4.5. Guidance: Building for Results and Sustainability

In this section, the objective is account for the achievements of programme outcomes and outputs as per the Programme/projects Results Based Management Framework (RBM) and gauge the main programme results in terms of cost-benefit.

4.5.1. On Competitiveness

NTF II interventions and value chain analysis highlighted the competitive strengths and weaknesses in the selected sectors thereby enabling better positioning for exports.

The SMEs that reached most results were the ones that were export ready. The programme's expected short term results were based on their readiness. However, other less export ready SMEs need services provided by the TSIs and the NTFII program.

Results achieved through the technical support provided or coordinated by the TSIs included, but were not limited to:

- Bangladesh: SMEs learned how to market themselves, present their companies as providers of *specific services* by participating in training on the subject and in B2B meeting per se.
- Kenya: no real results reached for outcome 2 in Kenya because of important issues which hindered the implementation of a large portion of the project.
- Senegal: 2 beneficiaries certified Global Gap and BIO and 3 *foreseen* to be certified in 2013. The first 2 beneficiaries were certified quickly due to inherent capacity while the remainder need time to integrate these new practices.
- Uganda: 17 FAs *prepared* for 4C verification. The verification itself should come soon.

NTF III should focus on supporting the TSIs in the process of meticulously adapting their services to the various types of beneficiaries (including those that are less export ready) so as to spread the benefits more widely across the sector (Strategic)

4.5.2. On sectors

Beneficiaries in the sectors selected proved responsive to NTFII efforts to improve market intelligence and analysis.

The responsiveness of the beneficiaries was based on the fact that in the majority of cases, the market intelligence and analysis produced was based on the international demand's requirements and thus if used by the beneficiaries, would lead to export development. In many cases, by answering to the demand's requirements the clients increased exports.

There was good participation in the development of the CBPs (Kenya) and in the updating of the coffee NES (Uganda). There was a good, strong and paid for participation by the beneficiaries for Gap Analysis in South Africa in the automotive parts project. This participative process through which

these documents were developed was critical to render the documents useable, practical and effective and to ensure buy-in from the stakeholders. In Senegal, the following strategic documents have been produced as a result of studies, surveys and consultative process:

1. Value chain analysis of the Mango sector in the Niayes
2. Market opportunity study
3. Study on packaging for the mango export

Based on these documents, ITC with ASEPEX prepared work plans and specific interventions. The information and intelligence unit is a tool developed to help operators to have easy access to pertinent information on the sector. Standard contracts have been produced through a consultative process and work with a law firm.

The documents themselves also induce the necessary cohesion for their own implementation. In general, all these strategic documents and utilization tools were well accepted by and useful for the TSIs—hence enhancing their service portfolio—and the clients themselves.

It is recommended to continue developing market intelligence and analysis based on the demand and catering to local conditions

4.5.3. TSI Strengthening

New and modified programming by TSIs emerged as a result of NTFII efforts.

staff showed improved competencies as a result of NTFII training.

Among the TSI service portfolio enhanced were:

- Bangladesh: How to organize B2B meetings capacity development. Although the end market profiling efforts were accomplished by European match making companies, at the national level, BASIS took care of profiling the Bangladeshi IT & ITES companies. The TSIs also received M&E training.
- Kenya: FPEAK received support to put together the fruit teams and the Commodity Working Groups. They received international consultants support to actually build the CBPs.
- In Senegal, ASEPEX received most of the capacity building support for the Business Intelligence Unit and for legal outline agreement development: 2 Model contracts, one between producers & exporters, and another between exporters and importers. Selected ASEPEX staff were trained to use the Business Intelligence Unit software and learned by doing through the process of populating the content of the unit. However, since ASEPEX is a multi-sector institution, it can be debated to what extent they will reach the mango stakeholders with the relevant information produced as they have to take care of many other sectors. The same process was used for the legal agreement although the agreements have not yet been used. ASEPEX received support to :
 - Put in place and M&E framework and procedures
 - Produce communication materiel
 - Prepare and organize the participation of the Senegalese's delegation to FruitLogistica, etc.

- South Africa: Training for the use of new tools (e.g.: gap analysis tool) and to generally enhance their skills in providing export advisory services to SMEs, support to develop a strategic plan, public relation campaigns
- Uganda: M&E training, NES update support, support to develop strategic plan.

In terms of training provided by NTF II to the TSIs, capacity building efforts were delivered to the TSIs—themselves and to consultants to which they would later have access to—by international consultants and the ITC itself. Some training material for both beneficiaries and TSIs came in the form of technical assistance from other ITC programmes such as the Certified Trade Advisors Programme (CTAP)³⁷ and access to finance consultants. The material was adapted to the national and sector contexts. National branding at sector level was yet another component of the programme that was to support the TSIs and help them enhance their service portfolio. This allowed increasing absorption capacities of the trainees as they perceived the relevance of the content from the training.

4.5.4. Sustainability of Results (TSIs)

TSI's gained the capacity to improve self-generated revenues as a result of NTFII interventions.

Eventually, there are plans for fees demanded to clients for services provided and should be sustainable once it is demonstrated that the services lead to actual results. This is already occurring in Bangladesh and in the South African auto sector.

TSIs are becoming viable business entities as export agents (Uganda). Indeed, NUCAFE is an evolving TSI and has become a business entity in addition to representing and lobbying for its members. It actually would want to become a platform between its members—aggregating the coffee at the national level—and the buyers—selling the NUCAFE branded coffee.

Improved TSI support services as a result of NTFII interventions should allow TSIs to demand fees for the services.

NTF II might consider monitoring the implementation of fees by TSI's to evaluate effects.

4.5.5. Beneficiaries/Clients: Preliminary Assessment of Impact

- NTF II actions resulted in the enhancement of the TSI's services so that some SME's took immediate action to improve their export readiness.
- Better understanding of the European demand and the quality standards requirements enabled the majority of SMEs to take action. This was facilitated more by bringing together the SMEs with end market representatives than by studies and papers on end market demand.
- Studies and papers were more useful for the TSI's

³⁷ <http://www.intracen.org/trade-support/trade-advisor-certification/>

Two Senegal mango exporters met European Global Gap and BIO standards and thus increased their exports with 4 new clients. Other producers started exporting as they were not doing so before the programme started.

In Uganda, coffee producers from 17 farmers associations (summing to about 5,000 members) are in the process of being 4 c verified to meet coffee standards for export.

International events were organized for SMEs from Bangladesh, Uganda and Senegal to meet end market representatives from Europe to enable them to better understand the demand. Beneficiaries from three out of five projects mentioned that face to face meetings made the learning experience on the quality standards and European demand clearer and resulted in increased exports. This is supported by the progress reports.

- Out of the 40 companies that have participated in the Bangladesh project 24³⁸ mentioned they had increased exports to Europe by mid 2013 thanks to the NTF II project. The average increase in exports reported by these companies was 20%. During a group interview with representatives of more than 15 companies, some representatives from mostly the smaller companies mentioned they doubled, tripled and even quadrupled their company size through the contracts obtained thanks to the project.
- 11% increase of export value of Niayes mangos and more than 20% in 2013
- NUCAFE developed contact with 8 buyers / importers
- For the South Africa automotive part project, although no specific numbers were given in terms of export development, out of the companies that actively participated in the project, the majority of the representatives interviewed mentioned that the gap analysis and the work done after, using the gap analysis, they started selling more to first tier manufacturers that work with OEMs that actually export final products. . As for the Rooibos tea project, because the results reached were more strategic and long term designed, no project specific impact has been measured on the increase of export in the sector.

To maximize the benefits of the programme it is recommended that NTFII: Continue using the learning by doing approach for the TSIs. Ensure TSIs have the needed institutional structure to both receive the support brought by the programme and to be able to implement what they are learning.

Continue to promote B to B ties.

Retain a practical approach that focuses on concrete results for the SMEs. Using theoretical tools can be interesting but they need to be accompanied by interpretation support. (Strategic)

5. CONCLUSION

To conclude, it can be said that the NTF Model can be used in other programmes as it has proven to be relevant, effective, efficient and sustainable—although the impact and sustainability issues still need to be fully measured during the 2014-2015 impact evaluation. By applying the above mentioned recommendations and adapting the structure to the countries, sectors and TSI partners, the model can lead to interesting results.

³⁸ 25 companies out of the 40 have answered a survey concerning the impact of the project on their export development.

One of the most important and qualifying element of the programme, if not the most important, was the major participation of the TSIs as beneficiaries and as implementers. This approach defines the NTF Model and renders it well adapted to the cohesive approach the programme wanted to undertake. It also has allowed for SMEs to increase their export competitiveness in the international value chain. Through the enhancement of the TSIs service portfolio, the SMEs have acquired and should continue acquiring a better understanding of the international market requirements.

As demonstrated above, some issues have hindered a reduced number of projects implementation processes. However, the majority of projects have been executed through a strong management structure backed by a governance structure that enabled strategic decisions to be made in a timely manner.

ANNEX 1: EVALUATION MATRIX

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
Relevance			
Has the NTF II identified the relevant sector, partners (TSIs) and communities to support?	<ul style="list-style-type: none"> Correlation between the objectives of the programme and the projects identified countries, sectors and communities Number and quality of synergies organized by the NTF II programme with other similar programmes (i.e.: BSOD, ECP, ITC Women and Trade Programme) Quality of evaluation grid (indicators) to evaluate countries to participate in the programme <p>Uganda indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Alignment of the updated coffee sector export strategy with the Ugandan National Development Plan (NDP) 2010-2015 	Document review/ Document research	CBI/ITC Agreement Mission reports Meeting minutes Project Documents Progress Reports QA Reports Uganda National Development Plan (NDP) 2010-2015 RBFs and linked technical reports
		Focus Group	Beneficiaries (SME representatives involved)
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives ECP representatives BSOD representatives ITC Women and Trade Programme representatives Other relevant programmes' representatives
	Number and quality of contextual analyses produced on targeted countries, sectors and communities	Document review/ Document research	Mission reports Meeting minutes Commodity Business Plans Automotive Components Export Action Plans Roobos Export Development Action
Has the NTF II experience been <i>relevant</i> to achieve improved export competitiveness? What lessons can be drawn for implementing the NTF II business model in other places?	Degree of compatibility of the programme with project level partners' (TSIs) policies and priorities in each country and in each targeted sector	Document review/ Document research	Countries' targeted sector policies and priorities
		Focus groups	Beneficiaries (SME representatives involved)
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives
	<ul style="list-style-type: none"> Level of concordance of the NTF II experience with TSI's expectations 	Interviews	TSI representatives

Questions and sub-questions	Indicators	Data collection methods	Information and data sources	
	<ul style="list-style-type: none"> Type and utility of knowledge acquired by the beneficiaries 			
	Number and type of adjustments brought to the NTF II's projects in light of the evolution of the relevant international (European) markets	Document review/ Document research	International (European) market analysis Progress reports QA reports Meeting minutes	
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives	
	<ul style="list-style-type: none"> Degree to which the NTF II strategy and objectives are contributing to export competitiveness Existence, type and range of preliminary research on TSIs needs and demand in terms of trade related technical assistance Existence and quality of documentation justifying interventions	Document review/ Document research	Progress reports QA reports Meeting minutes	
		Focus groups	Beneficiaries (SME representatives involved)	
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives	
	Level of satisfaction of TSIs.	Document review/ Document research	Progress reports QA reports Meeting minutes	
		Interviews	TSI representatives	
	Has the NTF II experience been relevant to achieve a more cohesive approach to sector development? What lessons can be drawn for implementing the NTF II business model in other places?	Number of members in involved (TSIs)	Document review/ Document research	Progress reports QA reports Meeting minutes
			Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
<ul style="list-style-type: none"> Number and quality of synergies operated between the NTF II programme and projects with other ITC and CBI programmes Sector correlation between ITC and CBI programmes 		Document review/ Document research	Progress reports QA reports Meeting minutes	
		Interviews	Key CBI and ITC representatives (programme and projects' managers and	

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	managed through synergies (including NTF II)		decision makers)
	<ul style="list-style-type: none"> Quality of pre-design beneficiary needs assessment 	Document review/ Document research	Mission reports
		Focus groups	Beneficiaries (SME representatives involved)
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
	<ul style="list-style-type: none"> Degree of involvement of TSIs and beneficiaries in the design, implementation and monitoring of the projects # of TSI representatives and beneficiaries involved in design, implementation and monitoring of the projects Level of satisfaction of TSI representatives and beneficiaries concerning their participation in the projects 	Document review/ Document research	CBI/ITC Agreement Mission reports Progress reports QA reports
		Focus Groups	Beneficiaries (SME representatives involved)
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
Effectiveness			
Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?	<ul style="list-style-type: none"> Change in level of exports for each country in pre-selected sectors Change in proportion of production sold on the international market / total production by country/sector Variations in wealth creation from beneficiary countries' exportations since the programme's/projects' implementation in targeted sectors <ul style="list-style-type: none"> <i>links to the programme level RBM framework indicator:</i> Change in export revenue of SMEs that were direct beneficiaries of project activities <i>Directly from the programme level RBM framework:</i> Level of export readiness of SMEs (meeting buyer requirements) <i>Directly from the programme level RBM framework:</i> Level of satisfaction of SMEs towards the support services <p>Bangladesh indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Number of business contacts 	Document review/ Document research	Market analyses Progress reports QA reports Meeting minutes RBFs and linked technical reports
		Focus Groups	Beneficiaries (SME representatives involved)
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>generated by the business linking consultants for the SME in Bangladesh</p> <ul style="list-style-type: none"> • Number of business relations established between target-market and Bangladeshi partner TSIs <p>Senegal indicators from the RBM Framework:</p> <ul style="list-style-type: none"> • % variation de la quantité exportée de la mangue des Niayes. • Rentabilité de la participation des PME aux foires en termes de contacts et en termes de contrats <p>Uganda indicators from the RBM Framework:</p> <ul style="list-style-type: none"> • Number of individuals within trade support network improving their competencies to deliver export training (NUCAFE/UEPB) • Number of FA business leaders trained in post harvest and marketing stages of the coffee value chain • Number of buyers / importers (primarily in Europe) who (i) are new buyers, or (ii) Buy more, or (iii) Pay more for NUCAFE's coffee. 		
<p>Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?</p>	<p>Level of satisfaction with the technical assistance and capacity development provided by the programme</p> <p>Level of satisfaction with support services to SMEs provided by the TSIs</p> <p>Senegal indicators from the RBM Framework:</p> <ul style="list-style-type: none"> ○ Degré de satisfaction des bénéficiaires avec le portefeuille de service concernant la mangue proposé par la CFAHS. ○ Niveau de satisfaction des bénéficiaires de l'ASEPEX et des IACs du secteur privé <ul style="list-style-type: none"> • Type of skills acquired by the TSIs through capacity building provided by the programme and the projects <ul style="list-style-type: none"> ○ <i>links to the programme level RBM framework indicator:</i> Staff trained for delivering the service 	<p>Interviews</p> <p>Focus Groups</p> <p>Document review/ Document research</p> <p>Focus Groups</p>	<p>TSI representatives Relevant European public sector representatives Relevant beneficiary country public sector representatives</p> <p>Beneficiaries (SME representatives involved)</p> <p>Progress reports QA reports Meeting minutes Business plan submitted by NUCAFE to funding agencies RBFs and linked technical reports</p> <p>Beneficiaries (SME representatives involved)</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>portfolio</p> <ul style="list-style-type: none"> Change in number and quality of support services/measures/events TSIs have organized for the beneficiary SMEs <ul style="list-style-type: none"> <i>links to the programme level RBM framework indicator: Service portfolio enhanced</i> <i>Directly from the programme level RBM framework: Funding allocated for the service portfolio</i> <p>Bangladesh indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Level of efforts of partner TSI in target markets to the benefit of Bangladesh's IT & ITES companies Availability of services (staffing, financial res, description of the service content) provided by TSI's portfolio Number of service requests received from SMEs and responded to by the TSI Number of TSI marketing actions promoting Bangladesh in the target markets <p>Kenya indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Level of satisfaction of tree fruit stakeholders concerning the Commodity Working Groups (CWGs) Presence of endorsed CBPs Level of implementation of CBPs Existence of an endorsed FPEAK programme of services and support activities specifically for tree fruit in Kenya <p>Senegal indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Nombre de PME qui ont obtenu un financement à l'exportation. Nombre de femmes ayant bénéficié du soutien des IACs Nombre d'entreprise représentées des régions les plus pauvres et vulnérables <p>South Africa indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Existence of an endorsed REDAP 	Interviews	<p>TSI representatives Relevant European public sector representatives Relevant beneficiary country public sector representatives</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<ul style="list-style-type: none"> Existence of an endorsed ACEAP Mentorship Programme develop <p>Uganda indicators from the RBM Framework:</p> <ul style="list-style-type: none"> Existence of an updated coffee sector export strategy Existence of a bankable business plan submitted by NUCAFE to funding agencies Number of NUCAFE existing/new services formalised and mainstreamed Number of FAs coached in trade finance 		
<p>How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme and the projects? What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?</p>	<p>Congruence of results and programme log frame outcomes, outputs and indicators</p>	<p>Document review/ Document research</p>	<p>CBI/ITC Agreement Mission reports Progress reports QA reports Meeting minutes</p>
	<ul style="list-style-type: none"> Presence of unexpected results Number and type of success factors that affected results achievement Number and type of limiting factors that affected results achievement Quality of the Communication's Programme 	<p>Interviews</p>	<p>Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives</p>
	<ul style="list-style-type: none"> Presence of unexpected results Number and type of success factors that affected results achievement Number and type of limiting factors that affected results achievement Quality of the Communication's Programme 	<p>Document review/ Document research</p>	<p>CBI/ITC Agreement Mission reports Progress reports QA reports Market analyses Meeting minutes</p>
	<p><u>The overall objective of the NTF II programme is:</u> "the creation of sustainable exporter competitiveness in selected potential export sectors and selected [Centre for Imports Promotion (CBI)] partner countries". <u>Purpose:</u> Enhancing the capacity of TSIs' to support the exporters of the sector in question in accessing the EU market <u>Results:</u> Addressing value chain constraints to enable export-compatible quality and quantity of exports <u>Programme Outcome 1:</u> Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain <u>Programme Outcome 2:</u> SMEs improve their export competitiveness sustainably</p>	<p>Focus groups</p>	<p>Beneficiaries (SME representatives involved)</p>
		<p>Interviews</p>	<p>Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>based on the support provided by the Programme</p> <p>Bangladesh's outcome and outputs Outcome A.: Competence of Bangladeshi partner TSI to develop and implement a modern business model for effectively linking Bangladeshi IT and ITES exporters to European companies built and sustained</p> <ol style="list-style-type: none"> 1. Viable commercial relationships between Bangladeshi suppliers and European buyers are established. <ol style="list-style-type: none"> a. Number of business contacts generated by the business linking consultants for the SME in Bangladesh b. Number of business relations established between target-market and Bangladeshi partner TSIs 2. Capacities of TSIs enhanced to provide a demand-driven and sustainable Business to Business (B2B) linking service to SMEs in the IT and ITES sectors <ol style="list-style-type: none"> a. Level of efforts of partner TSI in target markets to the benefit of Bangladesh's IT & ITES companies b. Availability of services (staffing, financial res, description of the service content) provided by TSI's portfolio c. Number of service requests received from SMEs and responded to by the TSI 3. Bangladesh is better branded and marketed within specific segments in selected target markets <ol style="list-style-type: none"> a. Number of TSI marketing actions promoting Bangladesh in the target markets <p>Kenya outcome and outputs Outcome A.: FPEAK sustainability develops and executes commodity export business plans (CBPs) and CBPs targets</p> <ol style="list-style-type: none"> 1. Institutional structures created 	<p>Document review/ Document research</p> <p>Interviews</p> <p>Document review/ Document research</p>	<p>CBI/ITC Agreement Mission reports Progress reports QA reports Market analyses Baseline reports Meeting minutes Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p> <p>Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives IT and ITES involved business representatives (from Bangladesh and the Netherlands)</p> <p>CBI/ITC Agreement Mission reports Progress reports QA reports Market analyses Baseline reports</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>and housed at FPEAK for the effective harmonization and coordination of support activities in tree fruit sub-sector.</p> <p>a. Level of satisfaction of tree fruit stakeholders concerning the Commodity Working Groups (CWGs)</p> <p>2. CBPs, including buyer-led export plans, in place and achieving targets</p> <p>a. Presence of endorsed CBPs</p> <p>b. Level of implementation of CBPs</p> <p>c. Existence of an endorsed FPEAK programme of services and support activities specifically for tree fruit in Kenya</p> <p>3. A functioning process for monitoring and evaluating CBPs in place</p> <p>a. % of M&E Reports produced on time (per endorsed quality, content and time requirements)</p> <p>b. % of recommendations of monitoring and evaluation process addressed</p> <p>c. Quality of M& E system in place to track gender, environment and poverty considerations</p>		<p>Commodity Business Plans (CBP)</p> <p>Meeting minutes</p> <p>Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p> <p>Beneficiaries (SME representatives involved)</p> <p>Key CBI and ITC representatives (programme and projects' managers and decision makers)</p> <p>TSI representatives</p> <p>Relevant beneficiary country public sector representatives</p> <p>Key European experts/consultants</p> <p>Relevant European public sector representatives</p> <p>Relevant beneficiary country public sector representatives</p>
	<p>Senegal outcome and outputs (in French)</p> <p>Outcome A.: Renforcer les capacités des IACs du secteur privé à fournir des services d'appui efficaces pour faciliter le développement des exportations de la filière mangue</p> <p>1. L'émancipation de la filière mangue au sein de la Coopérative Fédérative des Acteurs de l'Horticulture du Sénégal (CFAHS) est encouragée et l'apport de la CFAHS est évalué</p> <p>a. Degré de satisfaction des bénéficiaires avec le portefeuille de service concernant la mangue proposé par</p>	<p>Document review/ Document research</p> <p>Focus groups</p> <p>Interviews</p>	<p>CBI/ITC Agreement</p> <p>Mission reports</p> <p>Progress reports</p> <p>QA reports</p> <p>Market analyses</p> <p>Baseline reports</p> <p>Meeting minutes</p> <p>Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p> <p>Beneficiaries (SME representatives involved)</p> <p>Key CBI and ITC representatives (programme and projects' managers and decision makers)</p> <p>TSI representatives</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>la CFAHS.</p> <p>b. Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p> <p>Outcome B.: Renforcer les aspects opérations, financement et marketing de la filière mangue via l'ASEPEX et les IACs du secteur privé par rapport aux exigences des marchés européens</p> <p>1. Renforcer les compétences des IACs du secteur privé, en coordination avec la CFAHS, dans les domaines des techniques à l'export, de la qualité, de l'emballage et de financement à l'export pour appuyer l'ensemble des acteurs de la chaînes des valeurs de la filière mangue en vue d'une meilleure compétitivité à l'export.</p> <p>a. % variation de la quantité exportée de la mangue des Niayes.</p> <p>b. Nombre de PME qui ont obtenu un financement à l'exportation.</p> <p>2. L'ASEPEX et les IACs du secteur privé représentant la mangue sont davantage outillées en information, marketing et promotion pour fournir des services d'appui aux exportateurs de la filière mangue vers le marché de l'Union européenne (UE).</p> <p>a. Niveau de satisfaction des bénéficiaires de l'ASEPEX et des IACs du secteur privé</p> <p>b. Rentabilité de la participation des PME aux foires en termes de contacts et en termes de contrats</p>		<p>Relevant beneficiary country public sector representatives</p> <p>Key European experts/consultants</p> <p>Relevant European public sector representatives</p> <p>Relevant beneficiary country public sector representatives</p>
	<p>South Africa A outcome and outputs (Rooibos teas):</p> <p>Outcome A.: Increased value addition and exports of Rooibos teas</p> <p>1. Rooibos Export Development Action Plan (REDAP) developed and endorsed</p> <p>a. Existence of an endorsed REDAP</p> <p>2. Increased Value Added to the product</p> <p>3. Export marketing strategy developed and enhanced product branding</p>	<p>Document review/ Document research</p>	<p>CBI/ITC Agreement</p> <p>Mission reports</p> <p>Progress reports</p> <p>QA reports</p> <p>Market analyses</p> <p>Baseline reports</p> <p>Automotive Component Export Action Plans</p> <p>Rooibos Export Development Action Plans</p> <p>Meeting minutes</p> <p>Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p>
		Focus	Beneficiaries (SME

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>South Africa B outcome and outputs (Automotive sector): Outcome A.: Increased value addition and exports of the South African automotive components sector focusing on Kwazulu Natal Province</p> <ol style="list-style-type: none"> 1. An automotive Components Export (ACE) Action Plan developed and endorsed <ol style="list-style-type: none"> a. Existence of an endorsed ACEAP 2. Automotive TSIs' services strengthened 3. Mentorship Programme developed <ol style="list-style-type: none"> a. Existence of a Mentorship Programme 4. Increased export fitness and export readiness of small scale automotive components manufacturers <ol style="list-style-type: none"> a. Training of Export Mentors and Advisers 	<p>groups</p> <p>Interviews</p>	<p>representatives involved)</p> <p>Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives Involved automotive sector business representatives</p>
	<p>Uganda outcome and outputs Outcome A.: Effectiveness of umbrella institutions and farmer organizations in the coffee sector in accessing the European market</p> <ol style="list-style-type: none"> 1. Umbrella institutions are enhanced in their capacity to undertake M&E, to lead the mid-term update and review the National Export Strategies (NES, coffee sector) <ol style="list-style-type: none"> a. Quality of the Monitoring and evaluation system b. Existence of an updated coffee sector export strategy c. Alignment of the updated coffee sector export strategy with the Ugandan National Development Plan (NDP) 2010-2015 2. NUCAFE and UEPB are enhanced in their capacity to ensure the competitive development and the export promotion of coffee production <ol style="list-style-type: none"> a. Existence of a bankable business plan submitted by NUCAFE to funding agencies b. Number of individuals within trade support network improving their competencies to deliver export training 	<p>Document review/ Document research</p> <p>Focus groups</p> <p>Interviews</p>	<p>CBI/ITC Agreement Mission reports Progress reports QA reports Market analyses Baseline reports National Export Strategy (NES) Meeting minutes Nombre d'entreprise représentées des régions les plus pauvres et vulnérables</p> <p>Beneficiaries (SME representatives involved)</p> <p>Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives</p>

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
	<p>(NUCAFE/UEPB)</p> <p>c. Number of NUCAFE existing/new services formalised and mainstreamed</p> <p>d. Number of FA business leaders trained in post harvest and marketing stages of the coffee value chain</p> <p>3. Enhanced business capabilities of FAs to assist producers and exporters to take advantage of opportunities in the European market.</p> <p>a. Number of buyers / importers (primarily in Europe) who (i) are new buyers, or (ii) Buy more, or (iii) Pay more for NUCAFE's coffee</p> <p>b. Number of FAs coached in trade finance</p>		
<p>How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II, and between the NTF II partners and the team in Geneva?</p> <p>What lessons can be drawn from the different experiences in terms of effectiveness?</p>	<ul style="list-style-type: none"> • Number of meetings between the relevant stakeholders • Number of meetings between national partners and the team in Geneva • Number of decisions taken as a result of these meetings • Quality of communication between all stakeholders 	Document review	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
	<ul style="list-style-type: none"> • Level of satisfaction of stakeholders • Perceptions of stakeholders on the relevance of the decisions taken as a result of the coordination between stakeholders 	Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
	Identified design, implementation and delivery lessons learned and recommendations	Document review	Progress reports QA reports Baseline reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Key European experts/consultants

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
			Relevant European public sector representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
Has the programme empowered SMEs and created a better understanding of international markets requirements? What changes has the NTF II created regarding how the ITC does business?	<ul style="list-style-type: none"> Number of people trained in each project (Change in) Perception the SME representatives have of the international market (by targeted sector) Response to changing trade policies and market opportunities 	Document review	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
	<ul style="list-style-type: none"> Changes in ways the ITC does business do to the NTF II programme 	Interviews	Key ITC representatives (programme and projects' managers and decision makers, including ITC representatives not directly involved in the programme's implementation)
Efficiency			
What are the achievements of NTF II compared with the financial and human resource inputs to the programme? Has NTF II been implemented in an efficient manner throughout all parts of the programme?	<ul style="list-style-type: none"> Correlation between costs and results % of budget spent 	Document review	Financial documentation Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
	Percentage and cost of personnel time allocated to programme management	Document review	Financial documentation Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
Level of satisfaction of ITC/CBI decision makers with regards to administrative costs	Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives	
Was monitoring data on achievements collected and disaggregated according to relevant criteria (gender, location, income etc.)?	Adequacy of monitoring tools to measure results achieved	Document review	Financial documentation Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
	Existence of crosscutting strategies monitoring processes	Document review	Progress reports QA reports Meeting minutes

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives
Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?	Nature of constraints or challenges that affected the efficiency of the programme and the projects	Document review	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public and private sector representatives
		Focus group	Beneficiaries (SME representatives involved)
	Proportion of constraints or challenges due to logistics and coordination	Document review	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
Sustainability			
Can NTF II be a model for ITC when dealing with sector development and export competitiveness?	Degree of replicability of the NTF II in other sectors and countries	Document review/ Document research	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
Has NTF II sufficiently capacitated partners, in particular the TSIs and SMEs, to enable	Perception of TSIs and SMEs	Interviews	TSI representatives
		Focus group	Beneficiaries (SME representatives involved)
	<ul style="list-style-type: none"> Level of involvement of the 	Document review/	Progress reports QA reports

Questions and sub-questions	Indicators	Data collection methods	Information and data sources
them to continue the activities in an efficient, inclusive and fair manner after its phasing out?	<p>TSIs in the management of the programme</p> <ul style="list-style-type: none"> Change in level of regional (intra-African/Asia) trade. 	Document research	Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)
Is the NTF II programme designed in a financially sustainable way? What are the risks when the programme is phased out?	Quality of sustainability strategies in terms of Financial	Document review	Interviews
What are the risks for the ITC in expanding the NTF II approach?	<ul style="list-style-type: none"> Number of sustainability risk identified at design phase of the programme Number and quality of sustainability risk reduction exit strategies identified and implemented 	Document review/ Document research	Progress reports QA reports Meeting minutes
		Interviews	Key CBI and ITC representatives (programme and projects' managers and decision makers) TSI representatives Relevant beneficiary country public sector representatives Key European experts/consultants Relevant European public sector representatives Relevant beneficiary country public sector representatives
		Focus group	Beneficiaries (SME representatives involved)

ANNEX 2: DETAILED METHODOLOGY

Approach

In terms of approach, in addition to being pre-defined as an “external” evaluation, the latter combines the Goal Free (exploring expected and unexpected results), Theory Based (based on pre-defined log frames), Utilization (oriented towards future general utilization), and Collaborative (fostering large participation) approaches³⁹. In the present NTF II evaluation, the Utilization approach needs to be emphasized as all that will be produced should become useful for the 2014 impact evaluation. Thus, although the impact level results are not assessed in this evaluation, the consultant tried to structure the main messages of the evaluation in such a way that they will help support the 2014 impact evaluation.

Step 1: Document and literature review

The purpose of this phase was to familiarize the consultant with the NTF II Program as a whole, and specifically the Programme’s five projects, the main stakeholders and partners, the beneficiaries and the results achieved to date. Files, reports and other documents were reviewed from Gatineau, Canada, at programme locations (CBI and ITC) and in the countries where projects operate.

Step 2: Methodology report

A key element of any evaluation is the methodology report; the present evaluation’s methodology report was mainly based on the expected results of the NTF II programme and its projects. The report provided an approach to assess the extent to which these results have been reached and helped develop an overall picture of evaluation activities so that required staff, time and resources were identified and mobilized.

In order to facilitate a rigorous and independent evaluation approach, the evaluation consultant proposed the construction of an evaluation matrix (see Annex 1 for the *approved* evaluation matrix). This is a master tool built on the basis of the main evaluation questions presented in the ToRs which identifies specific performance indicators, information gathering methods and information sources. In addition to using the ToRs as a reference document, the evaluation consultant used the programme’s and projects’ RBFs (the main evaluation questions presented in the ToRs are partly inspired by the content of the RBFs). The evaluation consultant adapted and brought in some of the RBFs’ indicators to improve the evaluation matrix. The reader will notice that relevant indicators from the programme *and* the projects’ levels have been identified in the matrix.

The validation of the evaluation matrix intended to facilitate the participation of CBI and ITC representatives in the evaluation; it represented an opportunity to collectively question the logic and the viability of the evaluation process. *The evaluation matrix was approved by the EMU.*

Step 3: Development of data collection tools

The basic data collection instrument for the evaluation is the evaluation matrix which, once approved, led to the development of a series of data gathering tools: document review data collection matrix and customized interview protocols and focus group discussion guides that were used with various groups of respondents. All tools focused on the essential issues pertaining to the evaluation exercise and allowed the respondents to define and/or validate them. *The data gathering tools were approved by the EMU.*

The interview protocols and focus group guides were tailored according to each type of stakeholder to be interviewed and contextual priorities of the programme’s countries. In keeping with a participatory approach to project evaluation, the evaluation matrix integrated feedback from programme management into the evaluation tools. When asked for, the interview protocols were sent in advance to the respondents and beneficiaries. However, their content was only indicative, as depending on the interviewee and beneficiary, ad-hoc questions and downstream discussions arose during interview sessions.

Presented below is the set-up of data collection methods by project⁴⁰.

Projects	Data collection methods				
	Document review	Face to face/ phone interview	Group interviews	Focus group	Field observations
Programme level	x	x	x		
Bangladesh	x	x	x		x

³⁹ See KAHAN, Barbara. *Excerpts from Review of Evaluation Frameworks*, Saskatchewan, Ministry of Education, 2008, 67 pages.

⁴⁰ All arrangements for data collection methods will be specified in the following weeks.

Kenya	x	x	x	x	
Senegal	x	x		x	x
South Africa	x	x			
Uganda	x	x		x	x

Step 4: Interviews with key stakeholders in the Netherlands & Switzerland

Interviews with key agency stakeholders (CBI and ITC) were conducted in The Hague, Amsterdam and Geneva to obtain qualitative information on the evaluation process and on the programme and project management. These interviews provided in-depth information that allowed the evaluation to address the programme's achievement of results, as well as its cost-effectiveness, appropriateness of design, incorporation of crosscutting issues and overall project management. The agency-level interviews also focused on trends in trade-related activities, programme/project design, collaboration with projects partners and relationship with consultants. Some respondents were interviewed by telephone before the mission to gather contextual information to prepare for the other lines of inquiry.

It is to be noted that interviews were also conducted with end market company representatives in The Hague and Amsterdam concerning the Bangladesh project. These companies were involved in many of the Bangladesh project's activities and thus collecting their impressions on the results reached that concerned them was important to cover the full stakeholder spectrum.

Step 5: Interviews and Focus groups with key stakeholders & field visits to programme and projects locations in countries

During the two missions, in February/March and April, the evaluation consultant conducted in-person interviews with a large number of parties involved in the programme. Also, a limited number of focus groups were animated with the community groups benefitting from the projects. However, it is to be noted that no country visits were planned for the two projects in South Africa mainly because of evaluation budget constraints and to a lesser extent because the implementation of the projects was limited to a short period of time and less results were to be reported on. Phone or Skype interviews are hence being organized to make sure all relevant stakeholders are interviewed. The stakeholders for both in country visits and phone/Skype interviews were chosen from among the following:

- Project coordinators in respective countries (where relevant);
- TSI representatives;
- Private sector representatives and beneficiaries involved in the projects;
- Government authorities; and
- National partners, NGOs, universities, research institutions involved with the projects.

The visits to countries consisted in consulting with project stakeholders to collect information that allowed an assessment of the contribution of projects/activities to creating capacity building, local ownership and sustainability.

ANNEX 3: FOCUS GROUP GUIDES

Introduction

Good day/afternoon! On behalf of the evaluation team, I would like to welcome you all to this focus group. My name is Alexandre Daoust, and I will be your host today.

First of all, our sincere thanks for accepting our invitation to attend this focus group. By giving us feedback on the NTF II project you were involved in, you will help us improve the ITC's assistance that seeks to create sustainable exporter competitiveness in selected potential export sectors and selected partner countries.

Here is how the day/afternoon will unfold:

Our evaluation team has been asked by the ITC to perform an evaluation of the project. The purpose of this evaluation is to supply the ITC with information on the relevance, effectiveness, efficiency and sustainability of the project under review. Among other things, this information will inform discussions regarding the continuation and future funding of the project.

You have been asked to be here today in your capacity as beneficiaries of the project. Today, we will ask questions and raise issues that will help us assess how you feel about the project we are evaluating in particular. The questions are only there to guide the discussion. As long as the discussions are linked to subjects we want to deal with and are relevant, we will let the process flow as freely as possible. The important thing is that you express your opinions and ideas on the questions. No one will judge the others. If nobody talks, the objectives of the focus groups will not be met. We are here to hear what you have to say!

This focus group is all about dialogue, so feel free to speak openly. Your views will remain strictly confidential. The information we gather today will be summarised, analysed and assembled with other pieces of data. We will then use the sum of information on hand to prepare a report intended for the ITC that hired us to conduct the evaluation.

The focus group will last approximately one hour. I would ask you to speak in turn to avoid chatter. Please raise your hand or catch my eye if you want to cut into the discussion.

Any questions?

Now let us all introduce ourselves. In turn, please give your first name and what you do for a living.

Let's begin:

1. What do you know about the Netherlands Trust Fund (NTF II) project? How would you explain what it brings to you? What can you tell me about the Trade Support Institution (TSI) involved in the project?
2. Are the project's objectives aligned with what you are doing? With your priorities? Are you interested in exporting what you produce? Do you have the capacity to export? Where would you like to export?
3. Do you remember being approached by the project's representatives before the project started? Do you feel you were sufficiently involved in the project in one way or another? Did you participate in many activities? How did you participate? Who for you represented the project during the activities?
4. If you do export, are you exporting more of your production now than before the project began? Do you attribute this change to the project? Did this result in an increase in revenue for you and your colleagues? Do you export to surrounding countries in addition to the European markets? Is this the result of the project in one way or another?
5. Did you develop new business contacts through the project? Do you now receive more and better services from the TSI? What is your level of satisfaction concerning the communication between your TSI and you?
6. Did you receive further financing through the project to increase your level of exports?
7. Are you aware of any market analysis studies or documents that have been produced through the project? What do these documents contain? Are these documents helpful for you?

8. What do you think made the project a success? What has hindered it?

We are almost done. I will now ask each of you if there is anything you want to add to tonight's discussions.

On behalf of the evaluation team, thank you for attending this focus group. Good night to all!

ANNEX 4: INTERVIEW PROTOCOLS

CBI and programme level ITC representatives

Today's interview is part of the independent evaluation of the Centre for the Promotion of Imports (CBI)/ International Trade Centre (ITC) Netherlands Trust Fund (NTF II) Programme carried out in Bangladesh, Kenya, Senegal, South Africa and Uganda that we are conducting on behalf of the ITC's Evaluation and Monitoring Unit (EMU) and the programme's donor, CBI.

The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the NTF II in order to build a body of knowledge which will permit to explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. In addition, this body of knowledge will be used during the Impact Evaluation (IE) set out to be conducted in 2014.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let's begin by establishing the context of your participation in the NTF II Programme.

Questions	Answers
In what capacity have you personally been involved in the NTF II Programme? What are/were your role, your duties? How long were you involved in the programme?	
1. Relevance	
Has the NTF II identified the relevant sector, partners (TSIs) and communities to support? <ul style="list-style-type: none"> Is the Programme's content aligned with the end markets' needs? Why do you think so? Is the Programme's content aligned with the beneficiary countries', TSIs' and communities' needs and capacities? Why do you think so? Have the projects pre-design phases been sufficiently well organized to make sure they were aligned with the different stakeholders mentioned above? (Pre-design market studies, evaluation of context, sector analysis, etc.) What can you tell me concerning the synergies' NTF II has organized with other programmes? For example BSOD and ECP. Were there sufficient efforts to organize them in your opinion? 	
Has the NTF II experience been <i>relevant</i> to achieve improved export competitiveness? What lessons can be drawn for implementing the NTF II business model in other places? <ul style="list-style-type: none"> Is the Programme's content aligned with TSIs policies and priorities? To your knowledge, have there been any adjustments made to the programme to adapt to the changing end market (EU market)? To what extent do you attribute the changes in exports volume in the different countries and sectors to the programme? 	
Has the NTF II experience been relevant to achieve a more cohesive approach to sector development? What lessons can be drawn for implementing the NTF II business model in other places? <ul style="list-style-type: none"> Were the TSIs sufficiently involved in the design, implementation and monitoring of the programme? Were the beneficiaries (SMEs and small producers) sufficiently involved in the design, implementation and monitoring of the programme? 	
2. Effectiveness	
Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain? <ul style="list-style-type: none"> In your opinion, has more of the targeted sectors' production been exported than before the programme started? Has this led to wealth creation for the beneficiary countries? Are beneficiaries (SMEs and small producers) better equipped to meet international buyers' requirements? 	

Questions	Answers
<p>Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?</p> <ul style="list-style-type: none"> In your opinion, what have the TSIs learned from the programme that they will be able to use to support the beneficiaries? Can they offer better services than before the programme started? 	
<p>How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme and the projects? What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?</p> <ul style="list-style-type: none"> How well are you acquainted with the programme and projects' RBM logframe? Do you consider that enough was done at the programme level to reach the outcomes? <p>For reference: Programme Outcome 1: Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain Programme Outcome 2: SMEs improve their export competitiveness sustainably based on the support provided by the Programme</p> <ul style="list-style-type: none"> What is your opinion concerning the programme level communication strategy? Do you consider that enough was done at the project level to reach the outputs? Of your knowledge were there any unexpected results? In your opinion, what were the success factors linked to the programme and its projects? What were the limiting factors? 	
<p>How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II, and between the NTF II partners and the team in Geneva? What lessons can be drawn from the different experiences in terms of effectiveness?</p> <ul style="list-style-type: none"> What is your level of satisfaction concerning the number and quality of meetings involving CBI? Were they relevant events to take decisions? What is your level of satisfaction in regards to communication in general between CBI and ITC? 	
<p>Has the programme empowered SMEs and created a better understanding of international markets requirements? What changes has the NTF II created regarding how the ITC does business?</p>	
3. Efficiency	
<p>What are the achievements of NTF II compared with the financial and human resource inputs to the programme? Has NTF II been implemented in an efficient manner throughout all parts of the programme?</p> <ul style="list-style-type: none"> What is your level of satisfaction in terms of proportion of administrative vs operational costs? 	
<p>Was monitoring data on achievements collected and disaggregated according to relevant criteria (gender, location, income etc.)?</p> <ul style="list-style-type: none"> Do you consider enough/too much efforts have been attributed to monitoring? 	
<p>Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?</p>	
4. Sustainability	
<p>Do you think that NTF II can be a model that can be used when dealing with sector development and export competitiveness? Can it be adaptable to other sectors?</p>	
<p>Has NTF II sufficiently capacitated partners, in particular the TSIs and SMEs, to enable them to continue the activities in an efficient, inclusive and fair manner after its phasing out?</p> <ul style="list-style-type: none"> As there been sufficient capacity building? Do you think the programme had a positive effect on regional (intra-Africa/Asia) trade in and around the targeted countries? 	
<p>Is the NTF II programme designed in a financially sustainable way? What are the risks when the programme is phased out? What are the risks for CBI and the ITC in expanding the NTF II approach?</p> <ul style="list-style-type: none"> Has the risk assessment and attached mitigation strategies received sufficient attention in your opinion? 	

ITC Project level representatives

Today's interview is part of the independent evaluation of the Centre for the Promotion of Imports (CBI)/ International Trade Centre (ITC) Netherlands Trust Fund (NTF II) Programme carried out in Bangladesh, Kenya, Senegal, South Africa and Uganda that we are conducting on behalf of the ITC's Evaluation and Monitoring Unit (EMU) and the programme's donor, CBI.

The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the NTF II in order to build a body of knowledge which will permit to explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. In addition, this body of knowledge will be used during the Impact Evaluation (IE) set out to be conducted in 2014.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let's begin by establishing the context of your participation in the NTF II Programme.

Questions	Answers
In what capacity have you personally been involved in the NTF II Programme? What are/were your role, your duties? How long were you involved in the programme?	
1. Relevance	
<p>Has the NTF II identified the relevant sector, partners (TSIs) and communities to support?</p> <ul style="list-style-type: none"> • Is the Programme's content aligned with the end markets' needs? Why do you think so? • Is the Programme's content aligned with the beneficiary countries', TSIs' and communities' needs and capacities? Why do you think so? • Have the projects pre-design phases been sufficiently well organized to make sure they were aligned with the different stakeholders mentioned above? (Pre-design market studies, evaluation of context, sector analysis, etc.) • What can you tell me concerning the synergies' NTF II has organized with other programmes? For example BSOD and ECP. Were there sufficient efforts to organize them in your opinion? <p>Uganda:</p> <ul style="list-style-type: none"> • In your opinion, is the updated National Export Strategy better aligned with the Ugandan National Development Plan (NDP) 2010-2015? 	
<p>Has the NTF II experience been <i>relevant</i> to achieve improved export competitiveness? What lessons can be drawn for implementing the NTF II business model in other places?</p> <ul style="list-style-type: none"> • Is the Programme's content aligned with TSIs policies and priorities? • To your knowledge, have there been any adjustments made to the programme to adapt to the changing end market (EU market)? • To what extent do you attribute the changes in exports volume in the different countries and sectors to the programme? 	
<p>Has the NTF II experience been relevant to achieve a more cohesive approach to sector development? What lessons can be drawn for implementing the NTF II business model in other places?</p> <ul style="list-style-type: none"> • Were the TSIs sufficiently involved in the design, implementation and monitoring of the programme? • Were the beneficiaries (SMEs and small producers) sufficiently involved in the design, implementation and monitoring of the programme? 	
2. Effectiveness	
<p>Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?</p> <ul style="list-style-type: none"> • In your opinion, has more of the targeted sectors' production been exported than before the programme started? Has this led to wealth creation for the beneficiary countries? <ul style="list-style-type: none"> ○ Senegal: Has the participation of the SMEs in fairs allowed them to develop export related contacts and have contracts been signed because of their participation in the fairs? How would you explain your answer? 	

Questions	Answers
<ul style="list-style-type: none"> • Are beneficiaries (SMEs and small producers) better equipped to meet international buyers' requirements? <ul style="list-style-type: none"> ○ Bangladesh: Are you satisfied with the quantity and quality of business links developed with the support of the programme? Why? ○ Uganda: Have training delivered to the TSIs, FAs and small producers been adequate in terms of post-harvest and marketing activities? Are there new buyers in the EU market? Do the traditional buyers buy more? Do they pay more for Uganda coffee? 	
<p>Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?</p> <ul style="list-style-type: none"> • In your opinion, what have the TSIs learned from the programme that they will be able to use to support the beneficiaries? Can they offer better services than before the programme started? (link to each sector) <ul style="list-style-type: none"> ○ Bangladesh: Are the ITES TSIs putting enough efforts in contact development in targeted markets to benefit the Bangladeshi beneficiary companies? Have their services to the beneficiaries been upgraded (number and quality)? ○ Kenya: How do you see the Commodity business plans helping the TSIs and the beneficiaries (SMEs and small producers)? Is there buy-in for the document? Is it implemented? Is this implementation monitored? ○ Senegal: Have SMEs received financing thanks to the project? Have women received particular attention and are they more involved in mango trade activities? ○ South Africa: How do you see the Rooibos tee and automotive actions plans helping the TSIs and the beneficiaries (SMEs)? Is there buy-in for the document? Is it implemented? Is it accompanied by a mentorship programme? ○ Uganda: Does a bankable business plan exist? Is it supported by stakeholders? 	
<p>How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme and the projects? What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?</p> <ul style="list-style-type: none"> • How well are you acquainted with the programme and projects' RBM logframe? • Do you consider that enough was done at the programme level to reach the outcomes? <p>For reference:</p> <p><u>Programme Outcome 1:</u> Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain</p> <p><u>Programme Outcome 2:</u> SMEs improve their export competitiveness sustainably based on the support provided by the Programme</p> <ul style="list-style-type: none"> • What is your opinion concerning the programme level communication strategy? • Do you consider that enough was done at the project level to reach the outputs? • Of your knowledge were there any unexpected results? • In your opinion, what were the success factors linked to the programme and its projects? What were the limiting factors? <ul style="list-style-type: none"> ○ Bangladesh: Generally speaking, are the commercial relations between Bangladeshi suppliers and European buyers more viable and better established because of the NTF II Programme? Would you link your answer to the fact that the TSIs involved can now provide better demand-driven B2B linkaging services to SMEs in the IT and ITES sectors? Have branding and marketing efforts been carried out for the country? Who carried out these efforts? ○ Kenya: Has an institutional structure (Commodity Working Group) been developed and housed in FPEAK? Is it still functioning? ○ Senegal: Has the CFAHS provided better services to the SMEs? Have these services supported increase in exports for the mango producers targeted? ○ South Africa: Has the Rooibos tea export marketing strategy and enhanced branding developed through the programme increased the added value of the product when exported (are end buyers paying more for Rooibos tea)? Are small scale automotive components manufacturers better prepared to respond to the international market? ○ Uganda: Have the TSIs (umbrella institutions) been sufficiently trained in M&E 	

Questions	Answers
to conduct the related activities to respond to the needs? Have the FAs been sufficiently strengthened to assist producers and exporters to take advantage of opportunities in the European market?	
How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II, and between the NTF II partners and the team in Geneva? What lessons can be drawn from the different experiences in terms of effectiveness? <ul style="list-style-type: none"> • What is your level of satisfaction concerning the number and quality of meetings involving CBI? Were they relevant events to take decisions? • What is your level of satisfaction in regards to communication in general between CBI and ITC? 	
Has the programme empowered SMEs and created a better understanding of international markets requirements? What changes has the NTF II created regarding how the ITC does business?	
3. Efficiency	
What are the achievements of NTF II compared with the financial and human resource inputs to the programme? Has NTF II been implemented in an efficient manner throughout all parts of the programme? <ul style="list-style-type: none"> • What is your level of satisfaction in terms of proportion of administrative vs operational costs? 	
Was monitoring data on achievements collected and disaggregated according to relevant criteria (gender, location, income etc.)? <ul style="list-style-type: none"> • Do you consider enough/too much efforts have been attributed to monitoring? 	
Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?	
4. Sustainability	
Do you think that NTF II can be a model that can be used when dealing with sector development and export competitiveness? Can it be adaptable to other sectors?	
Has NTF II sufficiently capacitated partners, in particular the TSIs and SMEs, to enable them to continue the activities in an efficient, inclusive and fair manner after its phasing out? <ul style="list-style-type: none"> • As there been sufficient capacity building? • Do you think the programme had a positive effect on regional (intra-Africa/Asia) trade in and around the targeted countries? 	
Is the NTF II programme designed in a financially sustainable way? What are the risks when the programme is phased out? What are the risks for CBI and the ITC in expanding the NTF II approach? <ul style="list-style-type: none"> • Has the risk assessment and attached mitigation strategies received sufficient attention in your opinion? 	

TSI representatives

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The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the NTF II in order to build a body of knowledge which will permit to explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. In addition, this body of knowledge will be used during the Impact Evaluation (IE) set out to be conducted in 2014.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let's begin by establishing the context of your participation in the NTF II Programme.

Questions	Answers
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Questions	Answers
<p>In what capacity have you personally been involved in the NTF II Project? What are/were your role, your duties? How long were you involved in the project?</p>	
<p>1. Relevance</p>	
<p>Has the NTF II identified the relevant sector, partners (TSIs) and communities to support?</p> <ul style="list-style-type: none"> • Is the Programme's content aligned with the end markets' needs? Why do you think so? • Is the Programme's content aligned with the beneficiary countries', your TSI' and communities' needs and capacities? Why do you think so? • Are you satisfied with your involvement in the design phase of the project? • Have the projects pre-design phases been sufficiently well organized to make sure they were aligned with the different stakeholders mentioned above? (Pre-design market studies, evaluation of context, sector analysis, etc.) • What can you tell me concerning the synergies' NTF II has organized with other programmes? For example BSOD and ECP. Were there sufficient efforts to organize them in your opinion? <p>Uganda:</p> <ul style="list-style-type: none"> • In your opinion, is the updated National Export Strategy better aligned with the Ugandan National Development Plan (NDP) 2010-2015? 	
<p>Has the NTF II experience been <i>relevant</i> to achieve improved export competitiveness? What lessons can be drawn for implementing the NTF II business model in other places?</p> <ul style="list-style-type: none"> • Is the Programme's content aligned with your policies and priorities? • Is your TSI better able to adapt to the changing end market (EU market)? • To what extent do you attribute the changes in exports volume in your sector to the programme? 	
<p>Has the NTF II experience been relevant to achieve a more cohesive approach to sector development? What lessons can be drawn for implementing the NTF II business model in other places?</p> <ul style="list-style-type: none"> • Were you sufficiently involved in the design, implementation and monitoring of the programme? • Were the beneficiaries (SMEs and small producers) sufficiently involved in the design, implementation and monitoring of the programme? 	
<p>2. Effectiveness</p>	
<p>Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?</p> <ul style="list-style-type: none"> • In your opinion, has more of the targeted sectors' production been exported than before the programme started? Has this led to wealth creation for your country? The SMEs involved? <ul style="list-style-type: none"> ○ Senegal: Has the participation of the SMEs in fairs allowed them to develop export related contacts and have contracts been signed because of their participation in the fairs? How would you explain your answer? • Are beneficiaries (SMEs and small producers) better equipped to meet international buyers' requirements? <ul style="list-style-type: none"> ○ Bangladesh: Are you satisfied with the quantity and quality of business links developed with the support of the programme? Why? ○ Uganda: Have training delivered to the TSIs, FAs and small producers been adequate in terms of post-harvest and marketing activities? Are there new buyers in the EU market? Do the traditional buyers buy more? Do they pay more for Uganda coffee? 	
<p>Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?</p> <ul style="list-style-type: none"> • What has your TSI and its members learned from the project that they will be able to use to support the beneficiaries? Can your TSI offer better services than before the programme started? (link to each sector) <ul style="list-style-type: none"> ○ Bangladesh: Do you consider that your TSI is putting enough efforts in contact development in targeted markets to benefit the Bangladeshi beneficiary companies? Have your services to the beneficiaries been upgraded (number and quality)? ○ Kenya: How do you see the Commodity business plans helping you and the 	

Questions	Answers
<p>beneficiaries (SMEs and small producers)? Is there buy-in for the document? Is it implemented? Is this implementation monitored?</p> <ul style="list-style-type: none"> ○ Senegal: Have SMEs received financing thanks to the project? Have women received particular attention and are they more involved in mango trade activities? ○ South Africa: How do you see the Rooibos tee and automotive actions plans helping your TSI and the beneficiaries (SMEs)? Is there buy-in for the document? Is it implemented? Is it accompanied by a mentorship programme? ○ Uganda: Does a bankable business plan exist? Is it supported by stakeholders? 	
<p>How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme and the projects? What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?</p> <ul style="list-style-type: none"> • How well are you acquainted with the programme and projects' RBM logframe? • Do you consider that enough was done at the programme level to reach the outcomes? <p>For reference: <u>Programme Outcome 1:</u> Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain <u>Programme Outcome 2:</u> SMEs improve their export competitiveness sustainably based on the support provided by the Programme</p> <ul style="list-style-type: none"> • What is your opinion concerning the programme level communication strategy? • Do you consider that enough was done at the project level to reach the outputs? • Of your knowledge were there any unexpected results? • In your opinion, what were the success factors linked to the programme and its projects? What were the limiting factors? <ul style="list-style-type: none"> ○ Bangladesh: Generally speaking, are the commercial relations between Bangladeshi suppliers and European buyers more viable and better established because of the NTF II Project? Would you link your answer to the fact that your TSI can now provide better demand-driven B2B linking services to SMEs in the IT and ITES sectors? Have branding and marketing efforts been carried out for your country? Who carried out these efforts? ○ Kenya: Has an institutional structure (Commodity Working Group) been developed and housed in FPEAK? Is it still functioning? ○ Senegal: Have you provided better services to the SMEs? Have these services supported increase in exports for the mango producers targeted? ○ South Africa: Has the Rooibos tea export marketing strategy and enhanced branding developed through the programme increased the added value of the product when exported (are end buyers paying more for Rooibos tea)? Are small scale automotive components manufacturers better prepared to respond to the international market? ○ Uganda: Has your TSI been sufficiently trained in M&E to conduct the related activities to respond to the needs? Have the FAs been sufficiently strengthened to assist producers and exporters to take advantage of opportunities in the European market? 	
<p>How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II (have there been any meetings between the different countries' TSIs?), and between your TSI and the team in Geneva?</p>	
<p>Has the programme empowered SMEs and created a better understanding of international markets requirements?</p>	
3. Efficiency	
<p>In your opinion, has the project been implemented in an efficient manner throughout all parts of the programme?</p> <ul style="list-style-type: none"> • What is your level of satisfaction in terms of proportion of administrative vs operational costs? 	
<p>Was monitoring data on achievements collected and disaggregated according to relevant criteria (gender, location, income etc.)?</p> <ul style="list-style-type: none"> • Do you consider enough/too much efforts have been attributed to monitoring? 	

Questions	Answers
Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?	
4. Sustainability	
Do you think that the project can be a model that can be used when dealing with sector development and export competitiveness? Can it be adaptable to other sectors?	
Do you feel your TSI has been sufficiently capacitated for you to continue the activities in an efficient, inclusive and fair manner after the project's phasing out? <ul style="list-style-type: none"> As there been sufficient capacity building? Do you think the project had a positive effect on regional trade in your sector in and around your country? 	

Beneficiary country public sector representatives

Today's interview is part of the independent evaluation of the Centre for the Promotion of Imports (CBI)/ International Trade Centre (ITC) Netherlands Trust Fund (NTF II) Programme carried out in Bangladesh, Kenya, Senegal, South Africa and Uganda that we are conducting on behalf of the ITC's Evaluation and Monitoring Unit (EMU) and the programme's donor, CBI.

The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the NTF II in order to build a body of knowledge which will permit to explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. In addition, this body of knowledge will be used during the Impact Evaluation (IE) set out to be conducted in 2014.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let's begin by establishing the context of your participation in the NTF II Programme.

Questions	Answers
In what capacity have you personally been involved in the NTF II Project? What are/were your role, your duties? How long were you involved in the project? THE LEVEL OF DETAILS ADDRESSED IN EACH QUESTIONS WILL BE ADAPTED BASED ON THE ANSWERS THE INTERVIEWEE GIVES TO THIS QUESTION (IT WILL DEPEND ON THE KNOWLEDGE THE INTERVIEWEE HAS OF THE PROGRAMME AND THE PROJECT).	
1. Relevance	
Has the NTF II identified the relevant sector, partners (TSIs) and communities to support? <ul style="list-style-type: none"> Is the Programme's content aligned with the end markets' needs? Why do you think so? Is the Programme's content aligned with your country', targeted TSI' and communities' needs and capacities? Why do you think so? Have the projects pre-design phases been sufficiently well organized to make sure they were aligned with the different stakeholders mentioned above? (Pre-design market studies, evaluation of context, sector analysis, etc.) What can you tell me concerning the synergies' NTF II has organized with other programmes? For example BSOD and ECP. Were there sufficient efforts to organize them in your opinion? Uganda: <ul style="list-style-type: none"> In your opinion, is the updated National Export Strategy better aligned with the Ugandan National Development Plan (NDP) 2010-2015? 	
Has the NTF II experience been <i>relevant</i> to achieve improved export competitiveness? What lessons can be drawn for implementing the NTF II business model in other places? <ul style="list-style-type: none"> Is the Programme's content aligned with your national policies and priorities? In the targeted sector, is your country better able to adapt to the changing end market (EU market)? To what extent do you attribute the changes in exports volume in the targeted sector 	

Questions	Answers
to the programme?	
<p>Has the NTF II experience been relevant to achieve a more cohesive approach to sector development?</p> <p>What lessons can be drawn for implementing the NTF II business model in other places?</p> <ul style="list-style-type: none"> • Was representatives from your country sufficiently involved in the design, implementation and monitoring of the programme? • Were the beneficiaries (SMEs and small producers) sufficiently involved in the design, implementation and monitoring of the programme? 	
2. Effectiveness	
<p>Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?</p> <ul style="list-style-type: none"> • In your opinion, has more of the targeted sectors' production been exported than before the programme started? Has this led to wealth creation for your country? For the SMEs involved? <ul style="list-style-type: none"> ○ Senegal: Has the participation of the SMEs in fairs allowed them to develop export related contacts and have contracts been signed because of their participation in the fairs? How would you explain your answer? • Are beneficiaries (SMEs and small producers) better equipped to meet international buyers' requirements? <ul style="list-style-type: none"> ○ Bangladesh: Are you satisfied with the quantity and quality of business links developed with the support of the programme? Why? ○ Uganda: Have training delivered to the TSIs, FAs and small producers been adequate in terms of post-harvest and marketing activities? Are there new buyers in the EU market? Do the traditional buyers buy more? Do they pay more for Uganda coffee? 	
<p>Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?</p> <ul style="list-style-type: none"> ○ Bangladesh: Do you consider that your country's targeted TSIs are putting enough efforts in contact development in targeted markets to benefit the Bangladeshi beneficiary companies? ○ Kenya: How do you see the Commodity business plans helping you and the beneficiaries (SMEs and small producers)? Is there buy-in for the document? Is it implemented? Is this implementation monitored? ○ Senegal: Have SMEs received financing thanks to the project? Have women received particular attention and are they more involved in mango trade activities? ○ South Africa: How do you see the Rooibos tee and automotive actions plans helping your TSI and the beneficiaries (SMEs)? Is there buy-in for the document? Is it implemented? Is it accompanied by a mentorship programme? ○ Uganda: Does a bankable business plan exist? Is it supported by stakeholders? 	
<p>How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme and the projects?</p> <p>What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?</p> <ul style="list-style-type: none"> • How well are you acquainted with the programme and projects' RBM logframe? • Do you consider that enough was done at the programme level to reach the outcomes? <p>For reference:</p> <p><u>Programme Outcome 1:</u> Trade Support Institutions (TSIs) become more effective in providing sector development support services to SMEs along the sector value chain</p> <p><u>Programme Outcome 2:</u> SMEs improve their export competitiveness sustainably based on the support provided by the Programme</p> <ul style="list-style-type: none"> • What is your opinion concerning the programme level communication strategy? • Do you consider that enough was done at the project level to reach the outputs? • Of your knowledge were there any unexpected results? • In your opinion, what were the success factors linked to the programme and its projects? What were the limiting factors? <ul style="list-style-type: none"> ○ Bangladesh: Generally speaking, are the commercial relations between 	

Questions	Answers
<p>Bangladeshi suppliers and European buyers more viable and better established because of the NTF II Project? Would you link your answer to the fact that your TSI can now provide better demand-driven B2B linking services to SMEs in the IT and ITES sectors? Have branding and marketing efforts been carried out for your country? Who carried out these efforts?</p> <ul style="list-style-type: none"> ○ Kenya: Has an institutional structure (Commodity Working Group) been developed and housed in FPEAK? Is it still functioning? ○ Senegal: Has your country's targeted TSI(s) provided better services to the SMEs? Have these services supported increase in exports for the mango producers targeted? ○ South Africa: Has the Rooibos tea export marketing strategy and enhanced branding developed through the programme increased the added value of the product when exported (are end buyers paying more for Rooibos tea)? Are small scale automotive components manufacturers better prepared to respond to the international market? ○ Uganda: Has your country's targeted TSI been sufficiently trained in M&E to conduct the related activities to respond to the needs? Have the FAs been sufficiently strengthened to assist producers and exporters to take advantage of opportunities in the European market? 	
<p>How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II (have there been any meetings between the different countries' TSIs?), and between your TSI and the team in Geneva?</p>	
<p>Has the programme empowered SMEs and created a better understanding of international markets requirements?</p>	
<p>3. Efficiency</p>	
<p>In your opinion, has the project been implemented in an efficient manner throughout all parts of the programme?</p>	
<p>Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?</p>	
<p>4. Sustainability</p>	
<p>Do you think that the project can be a model that can be used when dealing with sector development and export competitiveness? Can it be adaptable to other sectors?</p>	
<p>Do you feel your country's targeted TSI(s) have been sufficiently capacitated for them to continue the activities in an efficient, inclusive and fair manner after the project's phasing out?</p> <ul style="list-style-type: none"> • As there been sufficient capacity building? • Do you think the project had a positive effect on regional trade in your sector in and around your country? 	

End market private companies involved in the programme

Today's interview is part of the independent evaluation of the Centre for the Promotion of Imports (CBI)/ International Trade Centre (ITC) Netherlands Trust Fund (NTF II) Programme carried out in Bangladesh, Kenya, Senegal, South Africa and Uganda that we are conducting on behalf of the ITC's Evaluation and Monitoring Unit (EMU) and the programme's donor, CBI.

The purpose of the evaluation is: to assess the relevance, effectiveness, efficiency and sustainability of the NTF II in order to build a body of knowledge which will permit to explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. In addition, this body of knowledge will be used during the Impact Evaluation (IE) set out to be conducted in 2014.

Our interview will last approximately 60 minutes. The information you provide will be used solely for evaluation purposes and will be handled taking into account principles of confidentiality.

Before we continue, do you have any questions? Let's begin by establishing the context of your participation in the NTF II Programme.

Questions	Answers
<p>In what capacity have you personally been involved in the NTF II Project? What are/were your role, your duties? How long were you involved in the project?</p> <p>THE LEVEL OF DETAILS ADDRESSED IN EACH QUESTIONS WILL BE ADAPTED BASED ON THE ANSWERS THE INTERVIEWEE GIVES TO THIS QUESTION (IT WILL DEPEND ON THE KNOWLEDGE THE INTERVIEWEE HAS OF THE PROGRAMME AND THE PROJECT).</p>	
1. Relevance	
<p>Has the NTF II identified the relevant sector, partners (TSIs) and communities to support?</p> <ul style="list-style-type: none"> Is the Programme's content aligned with the end markets' needs? Why do you think so? Have you been involved in the projects pre-design phases? (Pre-design market studies, evaluation of context, sector analysis, etc.) 	
<ul style="list-style-type: none"> In the targeted sector, do you think the beneficiary country is better able to adapt to the changing end market (EU market)? To what extent do you attribute the changes in exports volume in the targeted sector to the programme? 	
2. Effectiveness	
<p>Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?</p> <ul style="list-style-type: none"> In your opinion, has more of the targeted sectors' production been exported than before the programme started? Has this led to wealth creation for you and your company? For the beneficiary country? For the SMEs involved? <ul style="list-style-type: none"> Senegal: Has the participation of the SMEs in fairs allowed them to develop export related contacts and have contracts been signed because of their participation in the fairs? How would you explain your answer? Are beneficiaries (SMEs and small producers) better equipped to meet international buyers' requirements? <ul style="list-style-type: none"> Bangladesh: Are you satisfied with the quality of the business links developed with the support of the programme with your Bangladeshi counterparts? Why? Uganda: Are there new buyers in the EU market? Do the traditional buyers buy more? Do they pay more for Uganda coffee? 	
<ul style="list-style-type: none"> Bangladesh: Do you consider that the targeted TSIs are putting enough efforts in contact development in targeted markets to benefit the Bangladeshi beneficiary companies? Have your services to the beneficiaries been upgraded (number and quality)? Kenya: Were you involved in the Commodity business plan development? Do you know if it is implemented? South Africa: : Were you involved in the development of the Rooibos tee/automotive actions plans helping? Do you know if it is implemented? 	
<p>In your opinion, what were the success factors linked to the programme and its projects? What were the limiting factors?</p> <ul style="list-style-type: none"> Bangladesh: Generally speaking, are the commercial relations between Bangladeshi suppliers and European buyers more viable and better established because of the NTF II Project? Would you link your answer to the fact that the beneficiary TSIs can now provide better demand-driven B2B linkaging services to SMEs in the IT and ITES sectors? Have branding and marketing efforts been carried out that you know of? Who carried out these efforts? What do you think of the results? South Africa: Has the Rooibos tea export marketing strategy and enhanced branding developed through the programme increased the added value of the product when exported (are end buyers paying more for Rooibos tea)? Are small scale automotive components manufacturers better prepared to respond to the international market? 	
<p>Has the programme empowered SMEs and created a better understanding of international markets requirements?</p>	
4. Sustainability	
<p>Do you think that the project can be a model that can be used when dealing with sector</p>	

Questions	Answers
development and export competitiveness? Can it be adaptable to other sectors?	
Do you feel that the targeted TSI(s) have been sufficiently capacitated for them to continue the activities in an efficient, inclusive and fair manner after the project's phasing out?	

ANNEX 5: LIST OF PEOPLE MET

	Name	Title/Institution	Role in programme	Interview
Programme level and others				
Programme level	Miguel Jimenez-Pont	Head EMU ITC	Evaluation & Monitoring and programme manager 2009-2010.	(27/02/2013)
	Patricia Francis	Executive Director ITC	Strategic Perspective	(27/02/2013)
	Jean-Marie Paugam	Deputy Executive Director ITC	Strategic Perspective	(04/03/2013)
	Gültekin Oziltinordu	Officer	Market Development an Information	(28/02/2013)
	Ms. Aichatou Pouye	Director, Division of Business and Institutional	Overseeing for her division	(01/03/2013)
	Anders Aeroe	Director, Division of Market Development	Overseeing for her division	(01/03/2013)
	Franck Bonzemba	Country Officer.	Country perspective	(04/03/2013)
	Meg Jones	Manages the Women and Trade Programme	Gender cross-cutting issue	(05/03/2013)
	Mr. Ashish Shah	Senior Coordinator, Office of the Director and Acting Chief, Office for the Arab States	Involved in the early period of the programme	(29/02/2013)
Programme level Netherlands				
Programme level	Mr. Dick de Man	Head of Department / Deputy Managing Director	Overseeing role for the programme	(26/02/2013)
	Thijs Woudstra	Unit Manager at CBI	Overseeing role for the programme	(26/02/2013)
	Prof. Rob van Eijbergen	Special Representative International Relations	Overseeing role for the programme	(26/02/2013)
	Mr. Wim van Heumen	Programme Manager	Strategic Donnor Perspective	(26/02/2013)
	Mr. Rafael Valcarce P.	CBI Expert	Strategic Donnor Perspective	(26/02/2013)
	Mr. Patrick Gouka	Senior Programme Manager East and Southern Africa at CBI	Regional Manager for the Programme	(26/02/2013)
	Mr. Jim Tersteeg	CBI Consultant	M&E and QA Consultant	(26/02/2013)
Bangladesh project				
Bangladesh project	Mr. Martin Labbé	NTFII Bangladesh Project Manager (based at ITC)	Manages the project	(01/03/2013)
	Mr. Lennard Drogendijk	Managing director, Business Development Friesland (BDF) – ITC procurement	Linking IT & ITES Bangladeshi markets business linkages consultant in the Netherlands	Skype (25/02/2013)
	Mr. Paul Tija	Consultant	Promotion consultant an outsourcing expert in the Netherlands	(25/02/2013)
	Mr. Rob Kohlmann	ITC matchmaking adviser (consultant)	Handled the training on output 2 > deployment of a sustainable matchmaking service	(25/02/2013)
	Mr. Vicente ArizaAlcalde	MARUBOSHI representative	One of the European companies that were introduced to Bangladeshi IT companies and started doing business with them	(26/02/2013)

Name	Title/Institution	Role in programme	Interview
Mr. Sabur Khan	President, DCCI		(18/04/2013)
Mr. Fahim Mashroor	President (since May 2012), Bangladesh Association of Software & Information Services (BASIS)	NTFII Bangladesh project focal point, PCG member	(21/04/2013)
Mr. Hashim Ahmed	Secretary, BASIS	NTFII Bangladesh project advisor	(21/04/2013)
Mr. Russell Ahmed	Secretary General, BASIS	NTFII Bangladesh project advisor	(21/04/2013)
Sabrina Tanjin	Member Communication Officer at BASIS	NTFII Bangladesh project advisor	(21/04/2013)
Mrs. Ferdaus Ara Begum	Additional Secretary, Dhaka Chamber of Commerce and Industry,	NTFII Bangladesh project focal point, PCG member	(19/04/2013)
Md Mahfuzul Quader	NTFII Bangladesh Country Project Coordinator (CPC), based in Dhaka, hosted by DCCI	Executes activities in Dhaka, and ensures coordination between the partners and the beneficiary companies	(Throughout the mission)
Ms. Masuda Benth-E-Quadir	M&E Consultant	NTFII National Consultant (M&E)	(19/04/2013)
16 companies during one event (Group meeting)	Private sector companies involved (40 companies, all details in the NTFII Bangladesh exporter directory)	Benefited from the matchmaking activities	(21/04/2013)
In addition to the ones bellow, a few more companies were involved in the meeting above: IBCS-Primax , Mr. Rubaeed Tanver Ferdous, Windmill Infotech Ltd , Mr. Sheik Firoz Ahmed Informatix , Mr. Mizanour Rahman			
Individual meetings with: Graphic People Company , Mr. Imtiaz Ilahi Relisource Technologies , Mr. Mufid Hossain, Md. Ayman Noor, Mr. Abdullah Yousuf Rana Servicengine Company , Mr. Ahmedul Islam	Private sector companies involved (40 companies, all details in the NTFII Bangladesh exporter directory)	Benefited from the matchmaking activities	(19/04/2013)
Individual meetings with: Synesis IT Company , Mr. Shohorab Ahmed Chowdhury, Rupayan Chowdhury Devenet Company , Mr. A. K. Sabbir Mahbub, Mr. Syed Abu Md. Jafor Zanala Company , Mr. Tamzid Siddiq Spondon	Private sector companies involved (40 companies, all details in the NTFII Bangladesh exporter directory)	Benefited from the matchmaking activities	(21/04/2013)
Individual meetings with: Nascenia Company , Mr. Sheikh Shaer Hassan, Mr. Fuad Bin Omar, Mr. Qayum Sharif Jony SDSL Company , Mr. Reffat Zaman Datasoft Company , Mr. Mahboob Zaman, Mr. Manjur Mahmud GPIT Company , Mr. Issam Md. Kamal Grameen Solutions , Mr. Altaf Siddiqui	Private sector companies involved (40 companies, all details in the NTFII Bangladesh exporter directory)	Benefited from the matchmaking activities	(22/04/2013)

	Name	Title/Institution	Role in programme	Interview
Kenya Project				
	Mr. Olivier Naray Past Project Managers: Mr. Robert Skidmore Mme. Nneka Morrison Mr. Ramin Granfar Mme. Lilia Naas Mr. Mehdi Chaker	Project manager (ITC, Geneva-based)	Olivier Naray: Manages the Kenya and Uganda project, managed Senegal in 2011. Was programme consultant for the NTF II Programme during the design phase(all projects).	(27/02/2013)
	Frédérine Copy	Programme Officer Fruits and Vegetables SC/DMD	Advised on commodity business plans	(01/03/2013)
	Patrick Hanemann	International Consultant, fruit commodity expert, based in the USA.	Senior Technical Advisor, International	Skype (04/04/2013)
	Ms. Josephine Simiyu	Marketing, Horticulture Crops Development Authority (HCDA)	Technical Advisor, International	(15/04/2013)
	Ms. Anne Gikonyo	General Manager, Marketing, Horticulture Crops Development Authority (HCDA)	Technical Advisor, International	(15/04/2013)
	Mr. Joseph Kigamwa	Project Officer and Secretary National Horticulture Task Force, Kenya Plant Health Inspectorate Service (KEPHIS)	Inspection Operation	(15/04/2013)
	Mr. Titus Wambua	Commodity Advisor Mango, Fruit Team, FPEAK	Technical Advisor	(16/04/2013)
	Dr. Stephan Mbithi	CEO, Fresh Produce Exporters Association of Kenya (FPEAK)	Focal Point for the Project	(16/04/2013)
	Mr. Anthony Mutiso	Field coordinator, FPEAK	National coordination	(15/04/2013)
	Mrs. Lucy W. Waithaka	General Manager, Small and Medium Enterprise Development, EPC	Strategic Advisor	(16/04/2013)
	Mr. Charles Nguli Tumbo	Manager, Trade Information & Business Councelling Services, EPC	Strategic Advisor	(16/04/2013)
	Mr. Julius K. Korir	General Manager, Trade Information & Business Counselling, EPC	Strategic Advisor	(16/04/2013)
	Mr. Peuush	Commodity Champion Mango, East African Growers.	Commodity Export Promotion	(16/04/2013)
	Mr. Richard Collins	Chief Executive, Operations, Kakuzi Ltd.	Commodity Export Promotion	(17/04/2013)
	Mr. Kevin Mutiso	Executive, Woni	Commodity Export Promotion	(17/04/2013)
Kenya project	Dr. Alfred K. Serem	Managing Director of the Horticultural Crops Development Authority (HCDA)	Coordinator with his institution	(15/04/2013)
	Tabitha Kanini Joseph Karani Nyange Boniface Mulandi Simon Ndungu	FPEAK	Fruit Team	(17/04/2013)
Senegal project				
Senegal project	Mr Mehdi Chaker	Project Team leader (ITC) – Project Manager For Senegal	Manages the Senegal project	(04/03/2013)
	Ms Ludovica Ghizzoni	Adviser on Enterprise Value Chain - Export Quality Management	Manages quality component	(04/03/2013)
	Mr Jean-François Bourque	Senior Adviser, Trade Law and Arbitration	Manages Trade law component	(04/03/2013)
	Mr Alexander Riveros	Associate Expert	Manages Trade law component	(04/03/2013)
	Mr Stephan Blanc	Chief, Trade Information Services	Supervises Trade information component	(04/03/2013)
	Mr David Cordobes	Trade Information Capacity Building Officer	Manages Trade information component	(04/03/2013)
	Mr. Yaya Ouattara	Adviser, Access to Finance for SMEs	Manages Access to finance	(04/03/2013)

Name	Title/Institution	Role in programme	Interview
		component)
Dr Malick Diop	General Director of ASEPEX	Supervises the Project implementation	(08/03/2013)
Ms. Oulimata Fall Sarr	Director of Economic Intelligence and Promotion at ASEPEX	Managed the strategic links of the project with ASEPEX	(08/03/2013)
Mr. Magatte Ndoye	Coordonnateur des Programmes et Projets – Ministère du Commerce	Supervises Project implementation -	(08/03/2013)
Mr Alioune Sarr	Ex- General Director of ASEPEX	Supervises the Project implementation	(12/03/2013)
Mr Ndiassé Ngom	ASEPEX	NTF II Project management and coordination	(07/03/2013)
Mr Mbaye Jean Marie Diouf	ASEPEX	Monitoring and evaluation	(07/03/2013)
Mr Diabel Ndaw	ASEPEX	Trade Information and intelligence	(07/03/2013)
Mr Mamadou Ndao.	ASEPEX	Marketing and promotion	(07/03/2013)
Mr Cheikh Ngane	CFAHS - President of CFAHS	Beneficiary (professional organisation)	(08/03/2013)
Mrs Ndao Aisha	CEO Ecopaix	Beneficiary (Enterprise)	(10/03/2013)
Mr Massamba Sall Samb	CEO EANGDS	Beneficiary (Enterprise)	(10/03/2013)
Mr. George Hadda	CEO Hortica	Beneficiary (Enterprise)	(11/03/2013)
Mr Amadou Diakhate	President COOPROFEL	Beneficiary (Cooperative)	(10/03/2013)
Mr. Faye Mbaye	President BNO	Beneficiary (Cooperative)	(11/03/2013)
Mr Mamadou Dabo	Consultant national	Rédaction du rapport d'analyse de la chaîne de valeur et rédaction du rapport de base	(12/03/2013)
Mr .Nicolas Dupuy	Consultant national marketing	Préparation du matériel de communication et de promotion de l'ASEPEX et des entreprises exportatrices	(12/03/2013)
Mr. Malick Niang	Consultant formateur	Accès au financement	(12/03/2013)
Mme Ndeye Soukeye Ndiaye	Consultante « Packaging »	Rédaction du rapport diagnostic sur l'emballage	(11/03/2013)
M. Souleye DIOUF	Consultant qualité	Animation des sessions de formation sur les bonnes pratiques de conditionnement et auditeur Global Gapet	(12/03/2013)
Mr.Talla GUEYE	Consultant national suivi et évaluation	Mise en place d'un système de suivi et d'évaluation à l'ASEPEX	(13/03/2013)
Mr. Babacar Diop	Rural Development Councilor, BACDI (Support Office for Canadian International Cooperation)	Synergies with NTF II	(13/03/2013)
Mr. Yatma Sylla	Consultant juridique	Expert dans le droit des coopératives selon le système OHADA – Responsable de l'accompagnement et de la formation des coopératives	(08/03/2013)
Mrs Ndao Aisha Mr MassambaSall Samb Mr. George Hadda Mr Amadou Diakhate	CEO Ecopaix CEO EANGDS CEO Hortica President COOPROFEL	Beneficiary (Enterprise)	(09-10/03/2013)

	Name	Title/Institution	Role in programme	Interview
	Mr. Faye Mbaye	President BNO		
South Africa project (Phone/Skype interviews)				
SA	Lilia Naas	Programme Manager and manages the SAF Project (ITC)	Manages the SA project	(05/03/2013)
Uganda project				
Uganda project	Mr. Olivier Naray Past Project Managers: Mr. Ramin Granfar Mr. Robert Skidmore	Project manager (ITC, Geneva-based)	Olivier Naray: Manages the Kenya and Uganda project, managed Senegal in 2011. Was programme consultant for the NTF II Programme during the design phase (all projects).	(28/02 – 01/03/2013)
	Mr. Morten Scholer	Senior Advisor, ITC	Senior Technical Advisor for NTF II UGANDA and component manager for sub-output 3.1.	(28/02/2013)
	Mr. John Gillies	Senior Officer, ITC - TS/DBIS,	TS component manager, sub-output 2.1. 2.2.	(28/02/2013)
	Mr. Gültekin Oziltinordu	Trainer, ITC – EC/DBIS	EC component manager sub-output 2.1.	(28/02/2013)
	Mr. Yaya Ouattara	Advisor, ITC- BE/DBIS	BE component manager, sub-output 3.2.	(28/02/2013)
	Mr. Paul Gitta	Director · Market and Product Development, UEPB	Focal point for NTF II, UEPB	(10/04/2013)
	Mr. Joseph Kaisa	Certified Trade Advisor	Managed the whole process of Access to Finance	(10/04/2013)
	Mr. William Babigumira	Deputy Executive Director UEPB	Strategic advisor for the project	
	Mr. Surendra Kotecha	International Consultant, coffee expert	Senior Technical Consultant working closely with the project's senior technical advisor	Skype (04/04/2013)
	Mr. Norman Basobokwe Mutekanga	Strategy & Business Development Uganda Coffee Development Authority (UCDA)	Strategic Advisor.	(09/04/2013)
	Mr. James Kizito Mayanja	Principal Information Officer, Uganda Coffee Development Authority (UCDA)	Focal point for NTF II, Uganda Coffee Development Authority (UCDA)	(09/04/2013)
	Mr. Vincent Ntaro	Field Coordinator NTF II, ITC	Day-to-day coordination in Uganda	(10/04/2013)
	Mr. David Muwonge	DED, NUCAFE	Focal point for NTF II at NUCAFE	(08/04/2013)
	Mr. Deus Nuwagaba	Marketing and Production Officer, NUCAFE		(08/04/2013)
	Ms. Caroline Nabukonde	Gender Equality Manager		(09/04/2013)
	Mr. Samuel Maganda	Finance and Administration Manager, NUCAFE		(08/04/2013)
	Mr. Patrick Semwogerere	Lead Monitor NTF II, ITC	Project Monitoring and capacity building in M&E	(10/04/2013)
Ms. Rashida Nakabuga	NUCAFE	Research & Advocacy Officer	(09/04/2013 and she accompanied me in the field visits to Mukono and Masaka on the 11 th and 12 th of	

	Name	Title/Institution	Role in programme	Interview
				April)
	Mr. Robert Kasule	Financial counsellor	Trained financial counsellor under NTF II sub-output 3.2.	(11/04/2013)
	Ms. Betty Namwagala	Executive Director Uganda Coffee Federation (UCF).	Financial counsellor	(09/04/2013)

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ANNEX 7: EVALUATION TERMS OF REFERENCE

EVALUATION TERMS OF REFERENCE

NTF II Programme

January 2012



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LIST OF ACRONYMS

CBI	Centre for the Promotion of Imports from Developing Countries
DAC	Criteria for Evaluating Development Assistance
EMU	Evaluation and Monitoring Unit
ITC	International Trade Centre
NTF II	Netherlands' Trust Fund II
OED	Office of the Executive Director
OECD	Organisation for Economic Co-operation and Development
RBM	Results Based Management Framework
SPPG	Strategic Planning, Performance and Governance
SMEs	Small & Medium Sized Enterprises
TOR	Terms of Reference
TSIs	Trade Support Institutions
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEG	United Nations Evaluation Group
WTO	World Trade Organization

Background for the evaluation

On 25th March 2009, ITC and CBI signed the “ITC/CBI Partnership Agreement Netherlands Trust Funds”, commonly referred to as NTF II. NTF II builds on the experience of previous ITC/CBI collaborations in 2005-2008. The objective of NTF II is the creation of sustainable exporter competitiveness in selected export sectors within selected partner countries.

The objective will be achieved by enhancing the capacity of TSIs including sector associations to provide effective support services to SMEs to help them benefit from business opportunities in the international markets. Technical assistance to be provided will take advantage of complementary expertise between ITC and CBI, based on their respective mandate.

The programme aims at strengthening TSIs' ability for sector development so that they acquire the sustainable capacity to work on export development across the complete value chain of the selected sectors. TSIs will be supported in the process of becoming aware, competent and autonomous actors in the design, implementation and evaluation of sector specific export development programmes.

The final list of priority countries agreed with CBI includes Bangladesh, Kenya, Senegal, South Africa, Uganda and Yemen. These countries have been selected on the basis of a thorough analysis of their exports, the competitiveness of selected sectors, and the strength and capacity of existing institutional infrastructure. The analysis took into consideration development aid priorities of the Dutch government, past ITC and CBI experiences in the selected countries, the absorption capacity of trade support institutions. It is important to note that the project in Yemen was closed in 2011 due to the unstable political situation prevailing in the country. Table 1 below presents the priority sectors selected for each country.

TABLE 1: SECTORS SELECTED PER COUNTRY

BANGLADESH	KENYA	SENEGAL	SOUTH AFRICA	UGANDA
IT & ITES.	Fruit Trees (avocado, mango, and passion fruit).	Mangos in the Niayes region.	Rooibos tea in Western cape. Automotive components in Kwazulu Natal.	Coffee.

PURPOSE of the evaluation

The evaluation will explore and evaluate the achievements of NTF II programme at the outcome level with regard to creating sustainable exporter competitiveness in the five beneficiary countries. The present evaluation will focus on the purposes of accountability and governance/management. It will be followed in 2014 by an second evaluation that will focus on impact issues. Therefore, the present evaluation should pave the way for the 2014 final evaluation. The evaluation will in particular:

- Account for the achievements of programme outcomes and outputs as per the Programme/projects Results Based Management Framework (RBM), and gauge the main programme results in terms of cost-benefit;
- Analyze the cooperation model between beneficiaries and partner institutions in the field, CBI, and ITC from the point of view of integration and cohesion of the trade-related technical assistance in response to their priority needs;
- Make recommendations regarding the programme structure and contents, taking into consideration a possible extension and expansion of the Programme to other countries;
- Make recommendations regarding the governance structure developed and implemented for the programme by ITC and CBI, and the programme management structure in Geneva and in the field (in particular through a comparative analysis of the five NTF II countries), and the quality assurance process.

SCOPE

In line with UN evaluations, as well as ITC's own Evaluation Policy and Guidelines, the evaluation will assess if NTF II has been relevant, effective and efficient. As mentioned above, the evaluation criteria of impact will be fully developed in the 2014 final evaluation.

The evaluation will also assess if the project has been implemented in a sustainable manner and what governance and management linked lessons learned can be generated that can be built into expanding the NTF II business model further. The evaluation will utilize a risk assessment approach assessing what risks can be encountered when expanding the programme.

Relevance

- Has the NTF II experience been relevant to achieve improved export competitiveness?
- Has the NTF II experience been relevant to achieve a more cohesive approach to sector development?
- Has the NTF II identified the relevant sector and communities to support?
- What lessons can be drawn for implementing the NTF II business model in other places?
- Was monitoring data on achievements collected and disaggregated according to relevant criteria?

Effectiveness

- Has the programme created a business model which can allow SMEs to work and increase their exports in an international value chain?
- Has the NTF II business model been effective to strengthen TSIs capacity to provide enhanced support services to SMEs?
- How effective has the NTF II model been in achieving the outputs/outcomes outlined in the RBM framework for the programme?
- How effective have the coordination and the partnership been among the relevant stakeholders of the NTF II, and between the NTF II partners and the team in Geneva?
- What lessons can be drawn from the different experiences in terms of effectiveness?

Efficiency

- What are the achievements of NTF II compared with the financial and human resource inputs to the programme?

- Has NTF II been implemented in an efficient manner throughout all parts of the programme?
- Was monitoring data on achievements collected and disaggregated according to relevant criteria (gender, location, income etc.)?
- Have any constraints or challenges affected the efficiency of the project and to which extent are they related to logistical bottlenecks, capacity and experience of the partners, coordination, resource allocation etc.?

Effect

- Has the programme empowered SMEs and created a better understanding of international markets requirements? What changes has the NTF II created regarding how the ITC does business?
- What preliminary impact has NTF II programme created for beneficiaries in terms of generating exports/improvement of the value chain?

Sustainability

- Can NTF II be a model for ITC when dealing with sector development and export competitiveness?
- Has NTF II sufficiently capacitated partners, in particular the TSIs and SMEs, to enable them to continue the activities in an efficient, inclusive and fair manner after its phasing out?
- Is the NTF II programme designed in a financially sustainable way? What are the risks when the programme is phased out?
- What are the risks for the ITC in expanding the NTF II approach?

NORMS AND METHODS

The evaluation of NTF II programme will be undertaken in accordance with the guidelines for UN evaluations, as well as ITC's own Evaluation Policy and Guidelines. According to UNEG guidelines, evaluations should be carried out in a participatory and ethical manner, and be implemented in accordance with the ethical guidelines stated in the UNEG Standards and Norms for Evaluation. It should take account of cultural differences, local customs, religious practices, gender roles and age throughout the planning, implementation and reporting on the evaluation. The selected Evaluation Expert/Team Leader will deliver a detailed methodology report outlining the methodology that will be applied to the evaluation. The methodology report should clearly state what methodology will be applied to measure the achievements of the technical cooperation produced by ITC as outlined above under SCOPE.

Evaluator

1. The Evaluation Expert/Team Leader will be recruited in accordance with UN rules. The qualifications required for the selected consultant are the following:

- Advanced university degree in Economics/ Business studies/ Trade or development studies
- Excellent drafting abilities in English
- Expert in applying quantitative and qualitative data collection methodologies
- Knowledge of export development

- Proven experience in conducting high quality evaluations for international organizations.

2. A maximum of two national consultants, where relevant (Uganda). If needed, the national consultant(s) will be identified and selected by the Evaluation Expert/Team Leader and the selected consultants will be validated, contracted and paid by the ITC.

- The local consultants should have experience in quantitative and qualitative evaluation methodologies, and applying them in project evaluations, ideally in the framework of international organizations
- Speak the local language
- Speak and write fluent English

MANAGEMENT ARRANGEMENTS

The role of the NTF II steering Group should be the following:

- 1) Provide support to the evaluation process;
- 2) Review the evaluation report;
- 3) Provide feedback to the management response to the evaluation;
- 4) Support to diffusion of evaluation findings and recommendations.

The role of ITC M&E Unit is to manage the evaluation process:

- 1) Provide guidance to developing and finalising the evaluation TORs
- 2) Manage the International consultant and if need be, the national consultants
- 3) Coordinate the inputs from the NTF II Steering Group
- 4) Oversee the data collection process
- 5) Review and approve the final evaluation report
- 6) Diffuse the evaluation
- 7) Follow up of the implementation of the recommendations

The role of the NTF II Programme management team is to support the evaluation process:

- 1) Contribute to the evaluation TORs
- 2) Provide all required documentation related to the programme and each individual project
- 3) Conduct a kick off meeting with the evaluator to provide further detail and back ground information on the programme
- 4) Organize all logistical aspects of evaluator visits to the field
- 5) Reply to evaluator's questions
- 6) Review and comment on evaluator's draft report(s)

DRAFT BUDGET

DRAFT BUDGET - NTF II PROGRAMME		
DESCRIPTION		ESTIMATED COST in USD
1. hiring of international consultant-evaluator		
2. hiring of national consultants - tbc		
3. travel of international consultant		
4. other		
	TOTAL	

TIMELINE

The NTF II evaluation will be launched end January 2013 and will be concluded at the latest on 31stMay 2013. A detailed work plan outlining the key milestones and expected deliverables is proposed below:

Deliverables for NTF II evaluation	Deadline
Draft TOR, design work plan and develop budget	15/01/2013
Desk research and delivery of methodology report	06/02/2013
Field missions	23/02/2013 & 23/03/2013
First draft provided and oral debriefing to NTF II management team	01/05/2013
Comments to the report by the evaluation management team	15/05/2013
Final draft provided	01/06/2013

DELIVERABLES

- Design the Evaluation Methodology which will be validated by EMU
- Organise country visits and produce in collaboration with the national consultant where relevant an evaluation report for the concerned country
- Draft the Programme Evaluation report

Finalize Programme Evaluation report

The Evaluation Expert/Team Leader should provide a substantial methodology report outlining the evaluation methodology to the evaluation management team, describing the chosen methodology. The document will ensure proper interpretation of the Terms of Reference and clear agreement of the evaluation scope and work plan. The evaluation methodology report should include survey methods and a detailed research plan for how all evaluation questions will be answered.

The final report should highlight the purpose, scope and limitation of NTF II evaluation, and should contain a description of the applied methodology, evidence-based findings, conclusions, lessons learned and recommendations. The analysis should highlight constraints, strengths on which to build, and opportunities for NTF II model.

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